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ABSTRACT

This document is the beginning of a process. The objects of the process are to improve decisions between alternate choices in the development of statewide library services. Secondary functions are to develop the tools for providing information relevant to decisions, to measure and monitor services, and to aid in the communication process. The approach involves three tiers of communication. The first level is the detailed five year program and planning model. This is represented by this document but will encompass many processes such as the development of a cost-accounting system, input-output measures, library service models, and the annual and biennial budgeting and reporting systems. The second level is a brief statement of the services and programs with a related budget statement. This document will help maintain the communication of programs and service priorities. A third level of communication will involve a brief but widely distributed statement of goals and objectives. This document will help maintain a sensitivity to changes in basic human needs and our basic responsibilities of those needs. (Other State Plans are: ED 069 318 - 069 326, 070 443 - 070 452, 074 475 - 070 483, 070 486 - 070 494, 071 693 - 071 698, 071 715 - 071 716, 073 769 - 073 772, and LI 004 118.) (Author/NH)

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PLANNING AND EVALUATION FRAMEWORK:

A Five Year Program

for the

Department of Libraries

Commonwealth of Kentucky

Frankfort, Kentucky

Planning and Development Division

LI 004 119

PREFACE

This document is the beginning of a process. The objects of the process are to improve decisions between alternate choices in the development of statewide library services. Secondary functions are to develop the tools for providing information relevant to decisions, to measure and monitor services, and to aid in the communication process.

Our approach involves three tiers of communication. The first level is the detailed five year program and planning model. This is represented by this document but will encompass many processes such as the development of a cost-accounting system, input-output measures, library service models, and the annual and biennial budgeting and reporting systems. The second level is a brief statement of the services and programs with a related budget statement. This document will help maintain the communication of programs and service priorities. A third level of communication will involve a brief but widely distributed statement of goals and objectives. This document will help maintain a sensitivity to changes in basic human needs and our basic responsibilities to those needs.

These documents are only by-products, however. The primary objective of a planning and evaluation program must be to effect decisions with useful information. Many people have been and will be involved in this process. To improve communications, many people must be involved. The payoff to the people involved is in better information concerning decision alternatives. If the immediate payoff is achieved the efforts at planning and evaluation will be well worthwhile.

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FOREWORD

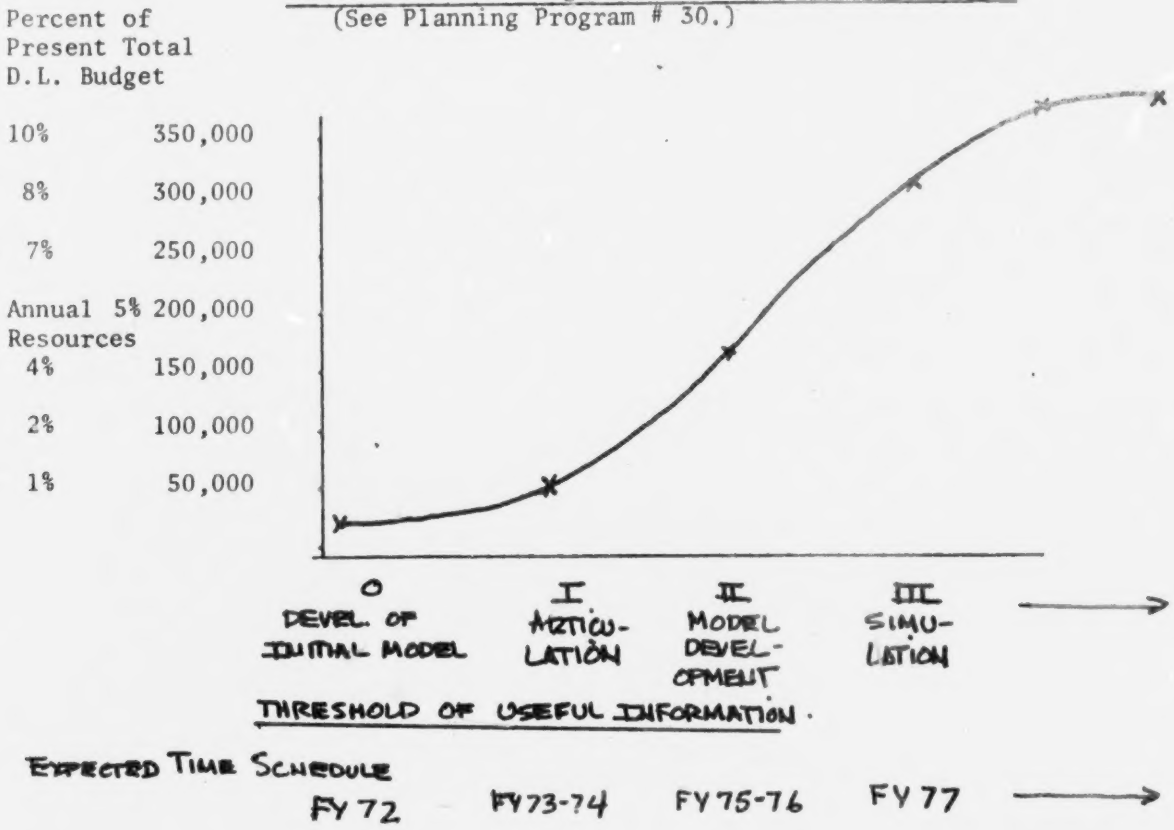
PLANNING AND EVALUATION TECHNOLOGY

Planning and evaluation technology is simply providing useful information to decision makers about the alternatives of any decision. It involves the provision of information that is often expensive to collect and yet, viewed against the expense of making the wrong decision, information about alternative choices may be relatively cheap in the long run. A decision between funding one project or another requires many types of information about the costs involved, resources, expected outcomes, value of each project and the consequences of doing each.

The many methods for dealing with the problem of trying to answer these questions form the basis of the relatively undeveloped technology of planning and evaluation. Library services are only at the beginning of this technology. Each question, value judgement and information need must first be articulated and brought into the open. This is perhaps the first phase. It is difficult and often too simplistic but nevertheless it is necessary. This is where we are at this time. Secondly, ways must be found to answer questions of the cost of services and the actual impacts on people. This is a stage toward which we are moving during the next two years. Finally, and this is only an estimate, a third stage is reached in which the impacts can be monitored regularly and any given decision alternative can be analyzed and tested before it is chosen or rejected on a logical set of criteria of what it will accomplish versus what it will cost. These three phases toward implementing a planning and evaluation system may be called Articulation, Model Development, and Simulation respectively. Each is more complicated than the preceding phase. Each phase is more expensive to implement but the payoff is correspondingly greater. Payoff again is interpreted as providing a higher quality or more useful information about decision alternatives.

Graphically, these phases and our best estimate of their initial or threshold cost are shown below. The threshold cost is simply the amount of resources needed per year to begin to get a payoff of more useful information.

GRAPH # 1. Planning & Evaluation Threshold Levels.
(See Planning Program # 30.)



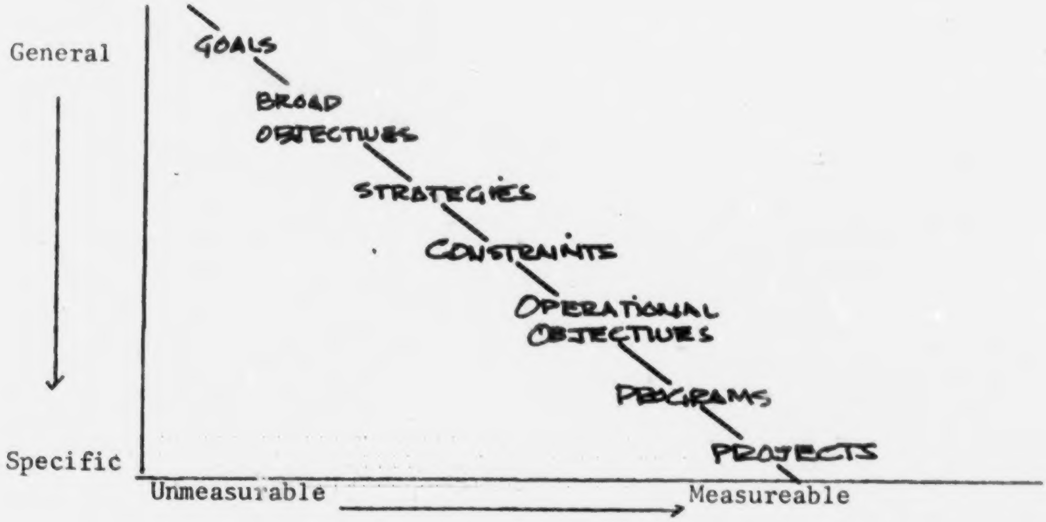
STAGE I. ARTICULATION.

This stage in implementing a planning and evaluation system is attempting to define the programs, current system and the major strategies as well as the goals, objectives and responsibilities of the Department of Libraries. It attempts to pin down the major decisions in the near future and the major areas on which to concentrate research efforts.

The current model found on page is the blueprint for the next two fiscal years.

Graphically, the model simply takes very broad statements and makes them more and more specific. In this way, broad statements of intent (Goals) get translated or articulated in their specific components, and projects.

GRAPH # 2. ARTICULATION STAGE

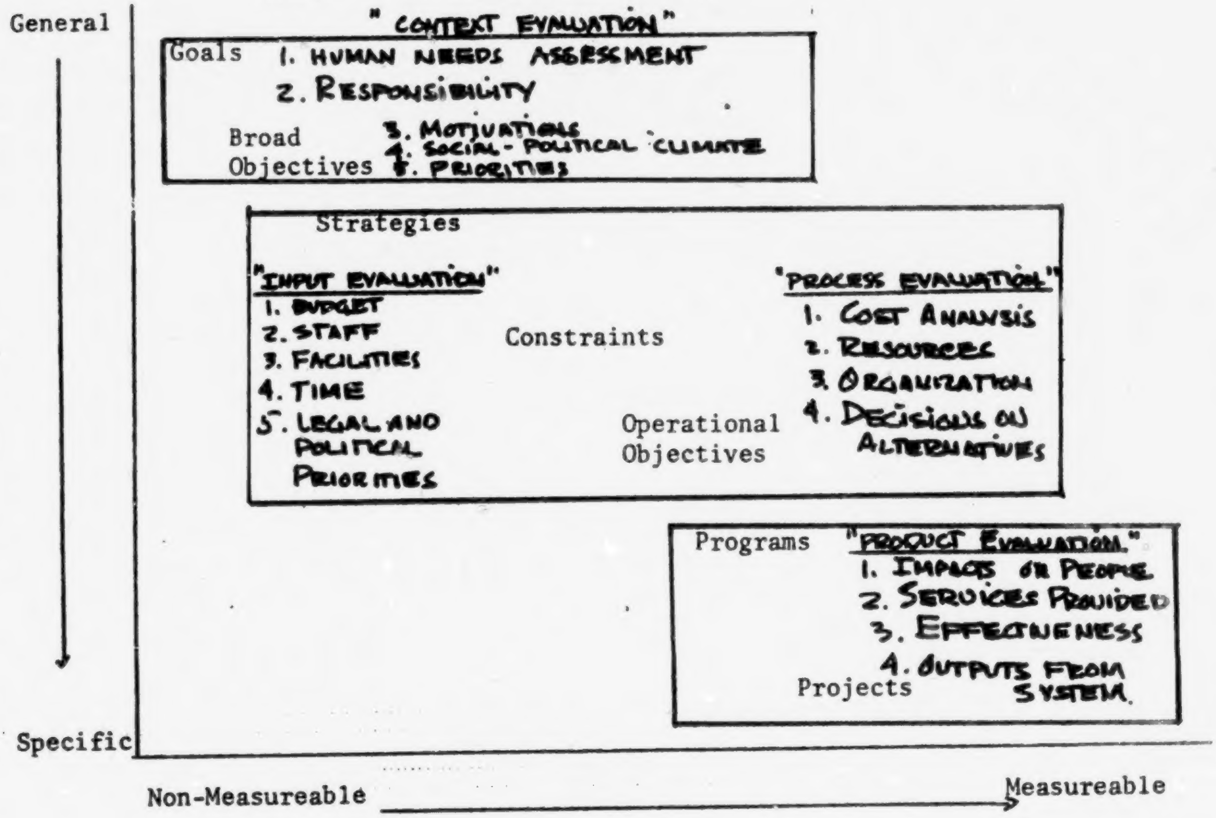


The relationship between these levels of generality must not only be rational but also deductive. That is, each level is broader in scope than the level below it. The lower levels define a portion of what is meant by the level above it. A project is only a small portion of the meaning of an objective. This is important, however, in that an outside observer as well as inside participant can see what we intend to accomplish in time as well as how we intend to do it and finally, how much we are going to do this year to accomplish the broad objective.

As far as this first stage goes, it is simply a verbal explanation of why, what, how and where. This model provides information to both inside and outside observers and participants, however. It provides information about our responsibilities, organization, methods, services and programs. It also provides a tool for decision makers to use in analyzing where a program or project fits in to the total library effort and to see where we are constrained or limited and why. It allows the logic of library services to be viewed in a deductive perspective from top to bottom. There are other ways to look at a statewide agency but few if any of these other ways allow the analysis of our operating rationale. in the same useful way.

For stage one, the time in which information about a decision is provided is not essential. The model is more concerned with a total perspective of what gets decided and why. It simply relates the parts into one perspective. The following illustration introduces some general terms for planning and evaluation: context, input, process and product.

GRAPH # 3: Planning Terminology



Stage I: Articulation, is more concerned with keeping the Department of Libraries sensitive to the "Context" of library services than with the decisions between alternative programs or projects or with processes. Maintaining Stage I is relatively inexpensive since not much statistical data is involved. The amount of resources estimated to maintain context evaluation (sensitivity) is about $50,000.00 per year. This level of resource expenditure will produce a system for examining the rationale and perspective of the library system as a whole. In two years, it will have built the necessary base for Stage II, Model Development. There is in Stage I some attempt to evaluate programs, strategies and constraints as well as to provide information about major decisions or "milestone" decisions but only a small part of this information can be statistical analysis.

There are several types of tools used to develop the planning and evaluation framework through Stage I:Articulation: Needs assessment through surveys and statistics; consensus of opinion and value judgements; ranking or priority exercises, preliminary cost-accounting data and interview-questionnaires to determine preferences and needs of patrons (librarians, users, library agencies and other community agencies). To produce this first 5 year program, all these methods have been used as time and resources permitted. They will be used again in the next two years to implement and refine Stage I, the three tiered approach as described in the preface. There are many things, however, that Stage I will not accomplish. These must wait for the funds and staff and national library effort required to get into Stage II.

Stage II: Model Development.

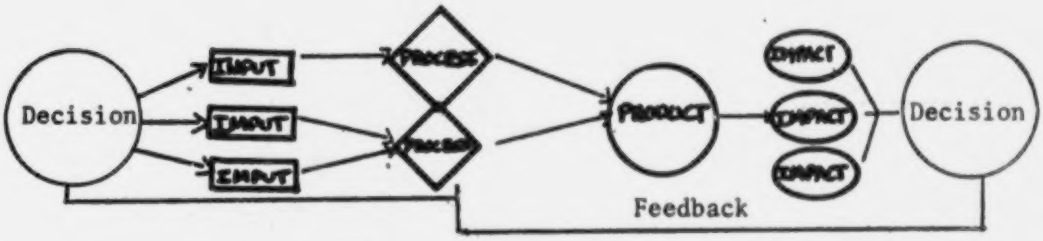
A model is a set of relationships between inputs, processes and outputs that allows for a reasonable degree of prediction of the consequences of an action. A model of library services should relate the inputs such as staff, money, and materials plus the processes such as reference service, networking and demonstration programs to the outputs of the system and impacts on people such as circulation, change in reading patterns and increased literacy. An example of a small library model we often use and rely upon is the demonstration model:V13; if you put staff, books, bookmobile and building into a county for 2 years in the form of providing adequate library services, the changes are very high that, when asked to establish a county library tax, the residents of the county will answer with a "yes" vote.

There are literally hundreds of partial library models in effect; some are objective such as $400.000.00 will purchase and distribute 100,000 books in a given year. Many other, in fact the vast majority, are intuitive such as the predictive model that says if you provide a facility in which to house the library staff and materials in a given county the literacy level in that county will increase.

At this point, the degree of predictability of our objective and subjective models is probably the same. Stage II: Model Development, would attempt to describe and verify the whole range of models under which we operate. This will require a cost-accounting system to relate costs to projects and an evaluation system to relate the impacts on people of outputs and services of these projects. This is an expensive, time consuming, and highly experimental task requiring at least two years at the level of expenditure of 3 times Stage I or $150,000.00 per year. A great deal of basic research on the impacts of library services on people and their needs must be done at the academic level for many of these basic model components to be clearly understood. The expenditure of $150,000.00 per year does not include this basic research, yet successful completion of Stage II will certainly depend on it.

Graphically, Stage II will produce many basic relationships between inputs and processes and their impacts on people.

GRAPH # 4: Typical Stage II Model Component



Stage II relates to Stage I by beginning to evaluate how much is being accomplished toward an objective by a project and similarly, how much of a basic human need is being met by the resources expended to achieve the objective. As with Stage I, the time factor is still not too critical. This useful information is compiled at the end of a year perhaps while decisions are being made about what to do during the coming year. Stage II is primarily concerned with product evaluation rather than context evaluation. It is expensive information to generate, but relatively inexpensive compared with pouring resources into a program that produces no desirable impact on people.

Stage III: Simulation.

Simulation is essentially using the relationships developed in Stage IIin testing the consequences of making a decision. It is quite expensive information about the future results for each alternative confronted by the decision maker.

It is expensive to implement since time is quite important and huge amounts of data must be manipulated and reported. The hundred or so model components developed in Stage II must be combined into one large model or at least into a few basic but sophisticated models. A decision maker can then be provided with information on what the results would be if an additional $100,000.00 were spent to improve X program or begin Y program. This level of technology relies on on-going evaluation of programs and strategies and implies that this information must be manipulated during the brief period of time before a decision must be made.

Stage III implies a level of sophistication in measuring human needs and impacts on people that does not yet exist. It is highly experimental and the cost for achieving the threshold is an approximation of about 8% to 10% of the entire operating budget of the Department of Libraries plus a tremendous national library cost in providing a sophisticated level of basic research.

The model we are using for Stage I then is a basic tool but by no means the final product. Its payoff will not be in measuring any services but rather in diagramming the logical structure of this library agency's efforts to contribute to a reasoned set of goals and objectives. We are, in Stage I, simply beginning to generate the information and data needed for Stage II such as costs of projects and services and types of impacts.

We are effecting decisions only by holding them up to see where they fit in relationship to the total program.

The resources to arrive at the threshold level for Stage I are currently committed at about $40,000.00 per year or a total of 3½ full time equivalent staff members. Over the next two fiscal years, this will maintain a sensitivity to the context for library services and human needs. It will lay the ground work for Stage II and complete the annual reporting of programs but without a major source of new funds, the planning and evaluation efforts at their current level will never achieve the threshold level for Stage II.

The immediate tasks are to build this internal staff capability, meet the minimum requirements of annual and long range program description and review by the Advisory Council. This review has been completed for this year. Next year, we hope to involve the Advisory Council more in the further refinement of the 5 year program.

This current document has been developed with several principles in mind; decision makers as actors, consensus of opinion as hard social value data, delineation of the power structure, deductive chain as a tool for articulation, and the importance of institutional role and momentum.

The planning process depends on the involvement of the decision makers or actors in the planning process. Essentially what we are trying to do is involve the actors in the writing of their own scripts. This is important in that consensus of opinion of the actors is the basic measure of reliability of the plan itself. This emphasizes identifying the decision makers in the functioning of the agency.

Consensus of opinion - The documents in the plan have all been subjected to review considerations and changes by the Administrative Council, Advisory Council and the Regional Staff. Admittedly, this review and modification has been hurried and little time was provided for in-depth review. The plan does, however, reflect a degree of consensus of opinion. This degree of consensus of opinion established the validity and the reliability of the goals, objectives, strategies and constraints shown in the plan.

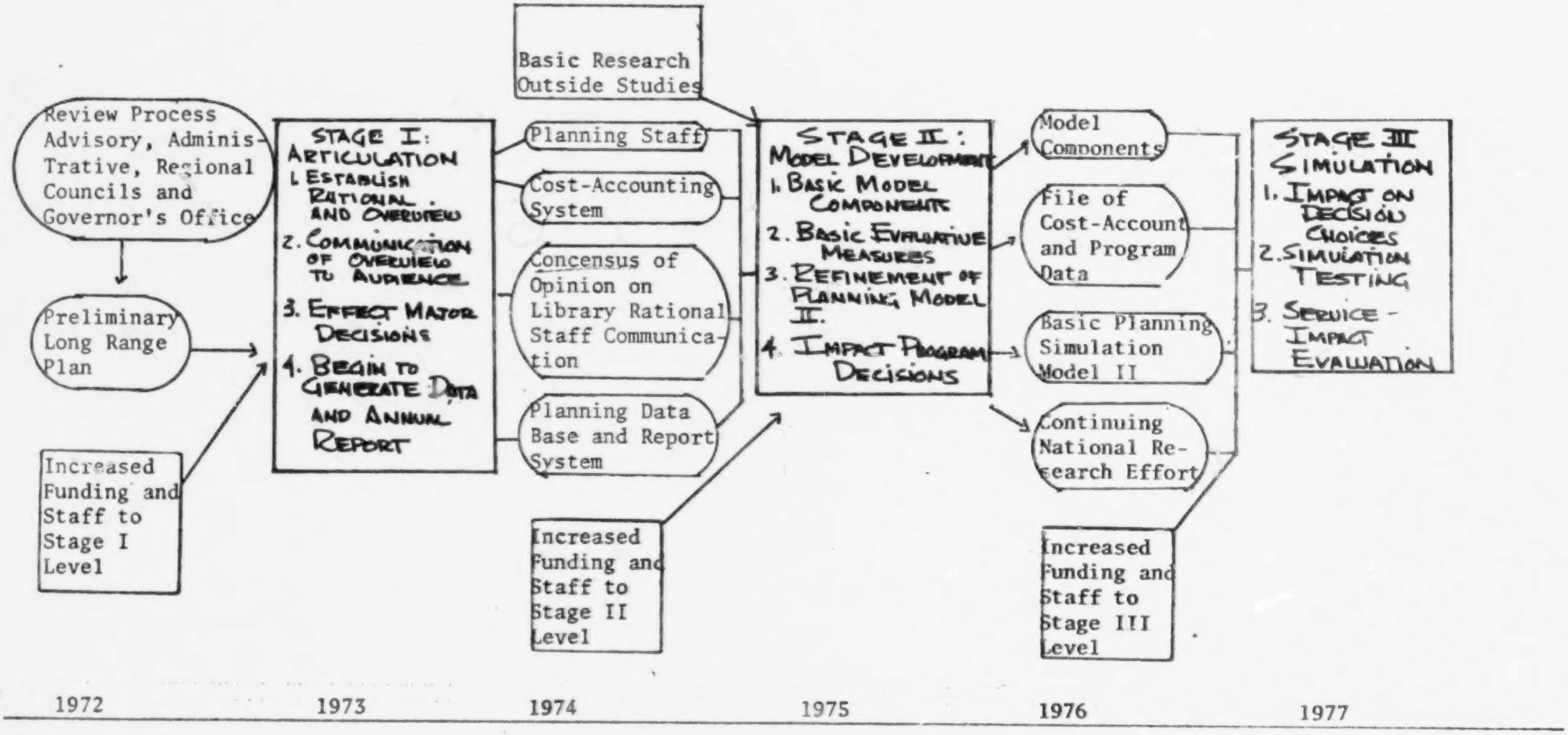
The primary power structure in the operation of an institution is in the staff's perception of basic needs, responsibilities, constraints, strategies and program effectiveness. The secondary measures that are quantifiable measures have little power for social change in themselves. The primary power is in the perception of the programs and their impacts. This is not to be changed overnight. Measures must prove themselves more useful and more accurate than perception and secondly, they must provide a perception of their own. Measures in themselves will not provide the most useful form of planning information until Stage II has been fully implemented. Perceptions have to be changed first.

The deductive chain is used throughout the model. This involves articulating objectives, goals and strategies before programs and projects are assigned. Each level in some is greater than the level below it. That is to say the broad objectives are in some less than the goal to which they relate. They are in fact specific areas of responsibility carved out from the goals statement. Similarily the strategies or operational objectives are specific areas of responsibility and approach carved out of the broad objectives. The model also establishes what is to be achieved before the practical limitations and constraints of how it can be achieved. It establishes the direction and the final goal before it establishes limitations. This is useful as a creative exercise. The weakness is of course that it tends to be theoretical and ideal. Its strength is that it does not tend to be mundane and tied to the immediate reality.

Probably, the most important part of this current five year program is in the institutional role and in the institutional constraints that act on the Department of Libraries. The importance of the constraints is that often a great deal of freedom can be gained by changing a constraint or binding function. The model presented in the following pages will be used for the first and second years of the five year planning process. It is essentially a deductive model involving the actors in the system through an articulation of their perceptions of the institutional responsibilities. It is a model that is held together by achieving a consensus of opinion on each level down through the deductive chain from goals to projects. Although not included in the program document, each step in the model has been ranked, reviewed and reviewed again by Administrative Council, Advisory Council and Regional Staff to insure that the statements express the concensus of opinion.

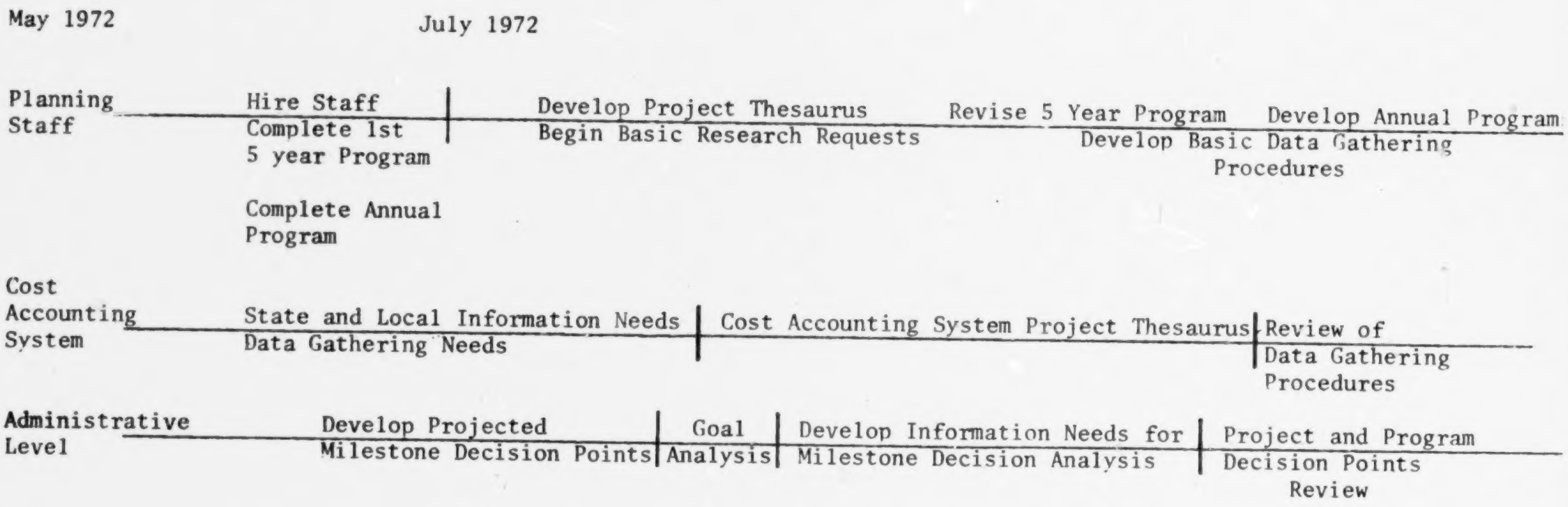
The Stage I planning model is found in Section B of this document. It begins by describing the existing system and human needs, and continues through 10 steps to arrive at the projects. The implementation of programs and projects over the projected 5 year period is only a preliminary estimate based on the consensus of opinion on whether to increase or decrease existing programs and whether to implement new program suggestions or not. During the next fourteen months, we will attempt to develop a project thesaurus with a corresponding cost-accounting system. This thesaurus will allow us to summarize cost-project data for reporting in an annual statement, make biennial projections of needs as well as begin to formulate basic input-process models. The current years projects will not be translated into this cost-accounting thesaurus until FY 73, the coming fiscal year. Beginning in FY'73, the annual program will be a direct output of the five year program.

The following chart graphically relates the coming year's planning and evaluation activities.


Basic Research Outside Studies
Review Process Advisory, Adminis-Trative, Regional Councils and Governor's Office
Preliminary Long Range Plan
Increased Funding and Staff to Stage I Level
STAGE I: ARTICULATION
1. ESTABLISH RATIONAL AND OVERVIEW
2. COMMUNICATION OF OVERVIEW TO AUDIENCE
3. EFFECT MAJOR DECISIONS
4. BEGIN TO GENERATE DATA AND ANNUAL REPORT
Planning Staff
Cost-Accounting System
Concensus of Opinion on Library Rational Staff Communication
Planning Data Base and Report System
Increased Funding and Staff to Stage II Level
STAGE II: MODEL DEVELOPMENT
1. BASIC MODEL COMPONENTS
2. BASIC EVALUATIVE MEASURES
3. REFINEMENT OF PLANNING MODEL II.
4. IMPACT PROGRAM DECISIONS
Model Components
File of Cost-Account and Program Data
Basic Planning Simulation Model II
Continuing National Research Effort
Increased Funding and Staff to Stage III Level
STAGE III SIMULATION
1. IMPACT ON DECISION CHOICES
2. SIMULATION TESTING
3. SERVICE - IMPACT EVALUATION
1972
1973
1974
1975
1976
1977

GRAPH # 5: Planning Stages

Fiscal Year 1973


May 1972
July 1972
Planning Staff
Hire Staff
Complete 1st 5 year Program
Complete Annual Program
Develop Project Thesaurus
Begin Basic Research Requests
Revise 5 Year Program
Develop Basic Data Gathering Procedures
Develop Annual Program
Cost Accounting System
State and Local Information Needs
Data Gathering Needs
Cost Accounting System Project Thesaurus
Review of Data Gathering Procedures
Administrative Level
Develop Projected Milestone Decision Points
Goal Analysis
Develop Information Needs for Milestone Decision Analysis
Project and Program Decision Points Review

GRAPH # 6: Planning and Evaluation Function

Fiscal Year 1973

PLANNING AND EVALUATION MODEL:

FIVE YEAR PROGRAM

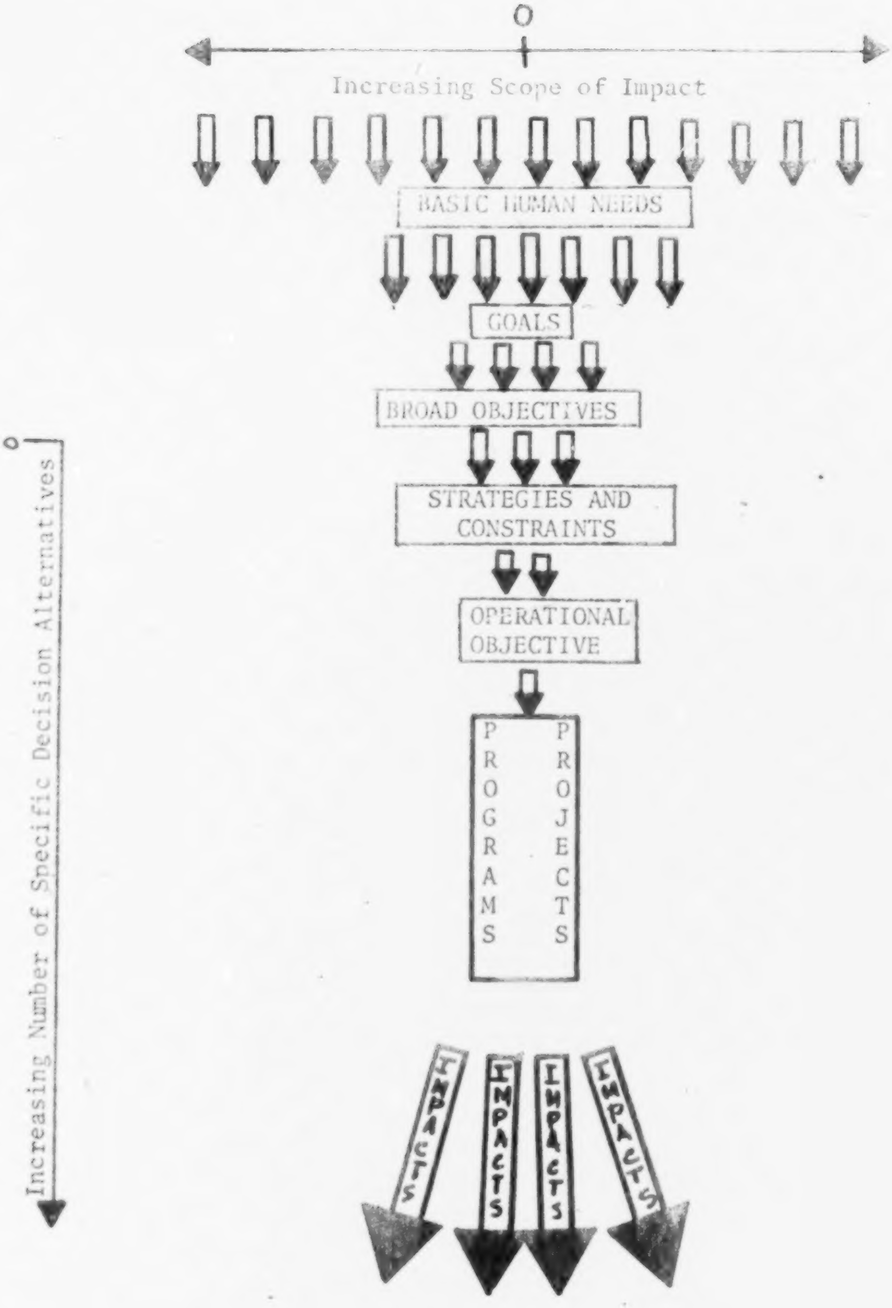
Section B

Introduction

Section B of this document is primarily intended as an internal staff working document. It will be summarized for different audiences in two other widely distributed documents; the Goals and Objectives Statement and the Program Budget Statement.

Section B contains the Planning and Evaluation model for Stage I: Articulation with the first attempts at delineating the rationale for the Department of Libraries. All of the 10 steps of the model have been developed and reviewed by the Advisory Council, Administrative Council and Regional Staff through several meetings. A ranking procedure was used for most of the documents where a value judgement was required. These have not been included in this draft except in the Appendix to demonstrate the methodology. More important than the methodology is that the goals and objectives through to the programs represent a reasonable consensus of opinion.

Section B is intended then to display the logical structure from Goals through Programs for the Department of Libraries according to the following model from top to bottom in 10 phases.



Graph # 7: Planning Model

PLANNING MODEL #I: DEPARTMENT OF LIBRARIES*
COMMONWEALTH OF KENTUCKY
MAY 10, 1972

PHASE 1. HUMAN NEEDS - Definition: Human needs must be assessed subjectively as well as objectively by the body of decision makers that encompasses those who will effect the final accomplishment of programs. The description of these human needs must be the same as the human impacts with which the final projects are measured.

PHASE 2. GOALS - Definition: Goals are inspirational in nature as they must act as a future motivation. They must be statements of belief in and acceptance of the institutional and individual responsibilities. They must express the consensus of responsibility. They are timeless and are not completely attainable as they are states of being rather than accomplishments.

PHASE 3. BROAD OBJECTIVES - Definition: Broad objectives define in the goals those areas of responsibility defined as the public library's role.

PHASE 4. POSSIBLE STRATEGIES - Definition: Possible strategies are a list of all the means for attaining or contributing to the attainment of the broad objectives. This is primarily a mind expanding tool to create new approaches that may not normally fall within the realm of "library services".

PHASE 5. CONSTRAINTS - PARAMETERS - Definition: Constraints are any limitations, whether political, legal, financial, physical or social, on library services or roles. They derive from the existing system and its context as a state agency. See Appendix A for full development.

PHASE 6. WORKING STRATEGIES - Definition: Those strategies or program approaches to meeting objectives that are feasible, desirable and consistent with the existing system. These are the images of how the programs are shaped.

PHASE 7. OPERATIONAL OBJECTIVES - Definition: Operational objectives are statements of what is to be accomplished in a five year period. They involve time, space, resources, processes and existing programs.

PHASE 8. PROGRAMS - Definition: Those combinations of resources and processes that comprise or characterize the activities of the Department of Libraries.

PHASE 9. PROJECTS - Definition: Projects are the specific activities of the Department of Libraries. These are combined with Phase 8 until more fully defined.

PHASE 10. IMPACT MEASURES - Definition: These are the measures of impacts on people directly related to library projects and services. They must correlate back to the top of the model, human needs.

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* See Appendix A for the processes and methods for deriving these statements.

Existing System

The Kentucky Department of Libraries is the state agency designated by law (KRS 171-140) to give advice to all school, state institutional, free and public libraries...send any of its members to aid in organizing such libraries or assist in the improvement of those already established ...The Department shall perform such other services in behalf of public libraries as it considers for the best interests of the state.

The Department of Libraries is an executive department administered by the State Librarian. The development of the agency as an executive department has taken place in four stages:

> The Kentucky Library Commission was created by the Legislature in March 1910. It was established...to promote the library interests of the State by increasing the efficiency of the libraries already existing, by the establishment of new libraries through a traveling library system to provide books for communities and individuals.
>
> The General Assembly in 1936 created a Department of Library and Archives with three divisions. The Kentucky Library Commission became one of these, being called the Library Extension Division.
>
> The 1954 General Assembly abolished the Department of Library and Archives; the Library Extension Division became an independent agency in state government.

Source: "Developments in Library Service in Kentucky," compiled in 1940 by Florence Ridgway and published by KLA, Berea College Press. Revised and updated April 1970, By Margaret Willis, State Librarian.

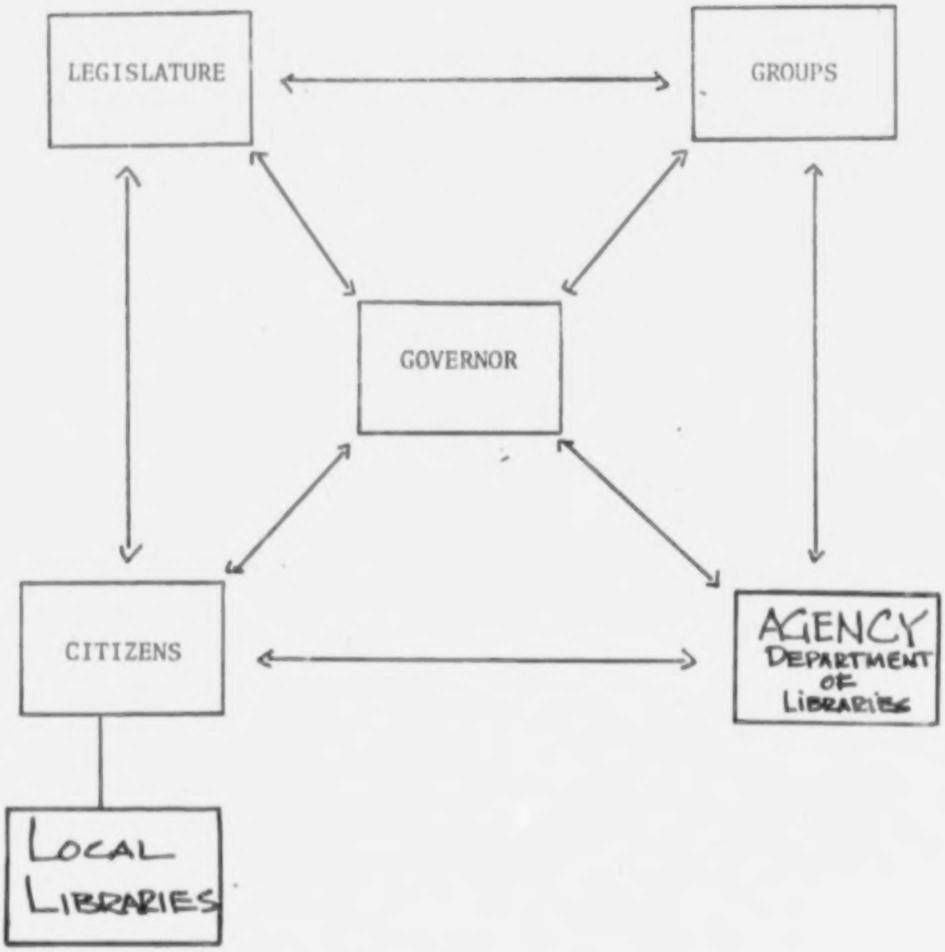
In 1962, the Library Extension Division became the Department of Libraries.

In Kentucky State Government, as in other forms of American government, executives are positioned at the center, not at the top of the administrative structure. They must be tuned to the purposes and responses of all groups making political demands. From these diversified and often contending interests, the role of the executive is to maintain a stable system.* Graph #8 shows the flow of responses in the Kentucky governmental structure.

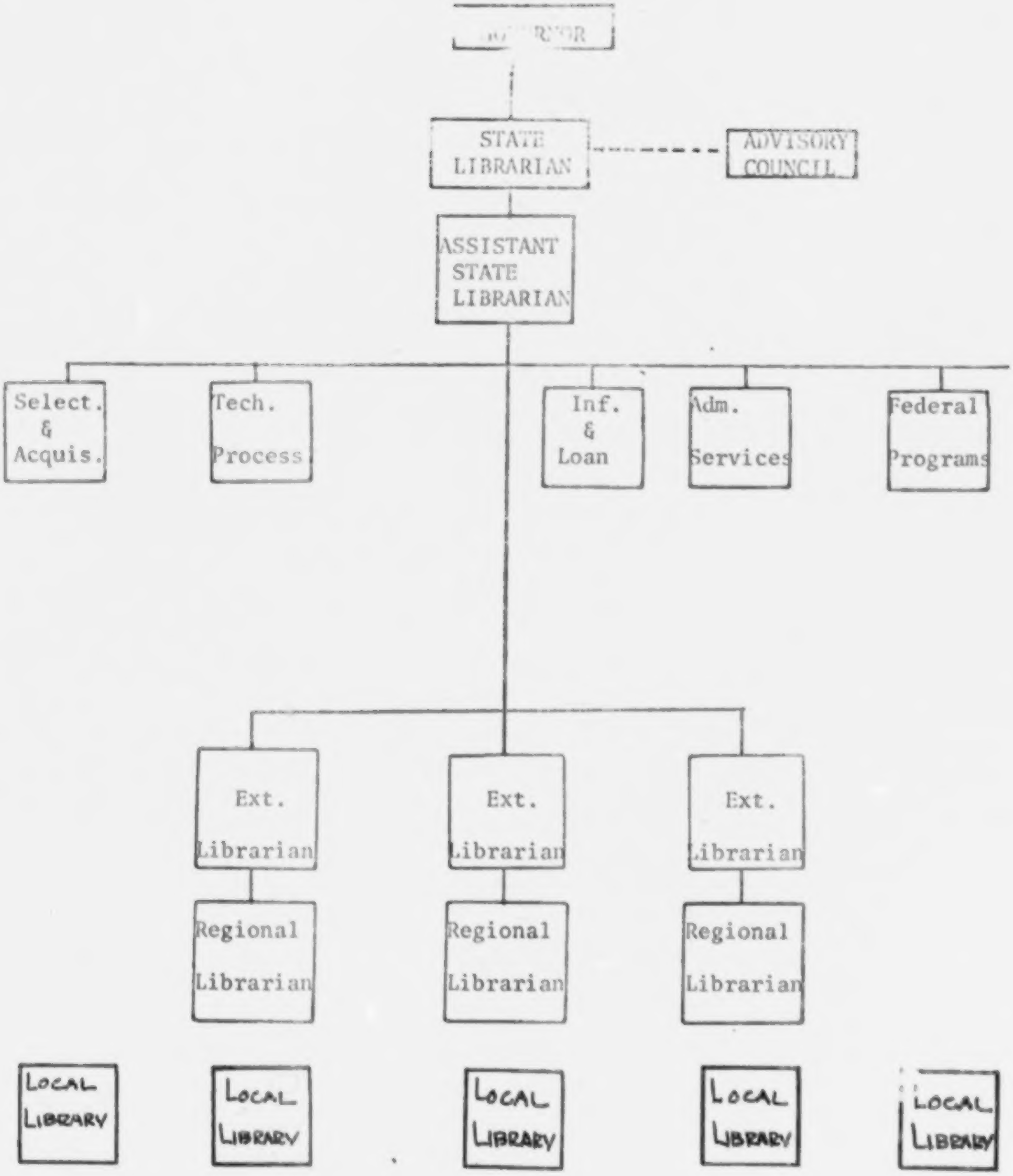
The structure of the Department of Libraries is reflected in Graph # 9. KRS 171.130 states that "The Department shall be headed by a State Librarian who shall be appointed by and serve at the pleasure of the Governor..." This is the only statutory position in the Department. Presently, there is no Assistant State Librarian; however, this position has been budgeted in the next biennium and is therefore shown in the organization of the Department of Libraries.

An Administrative Council acts in an advisory capacity to the State Librarian and assists in policy making decisions. The composition of the Council and the flow of responsibility are indicated in Graph # 10.

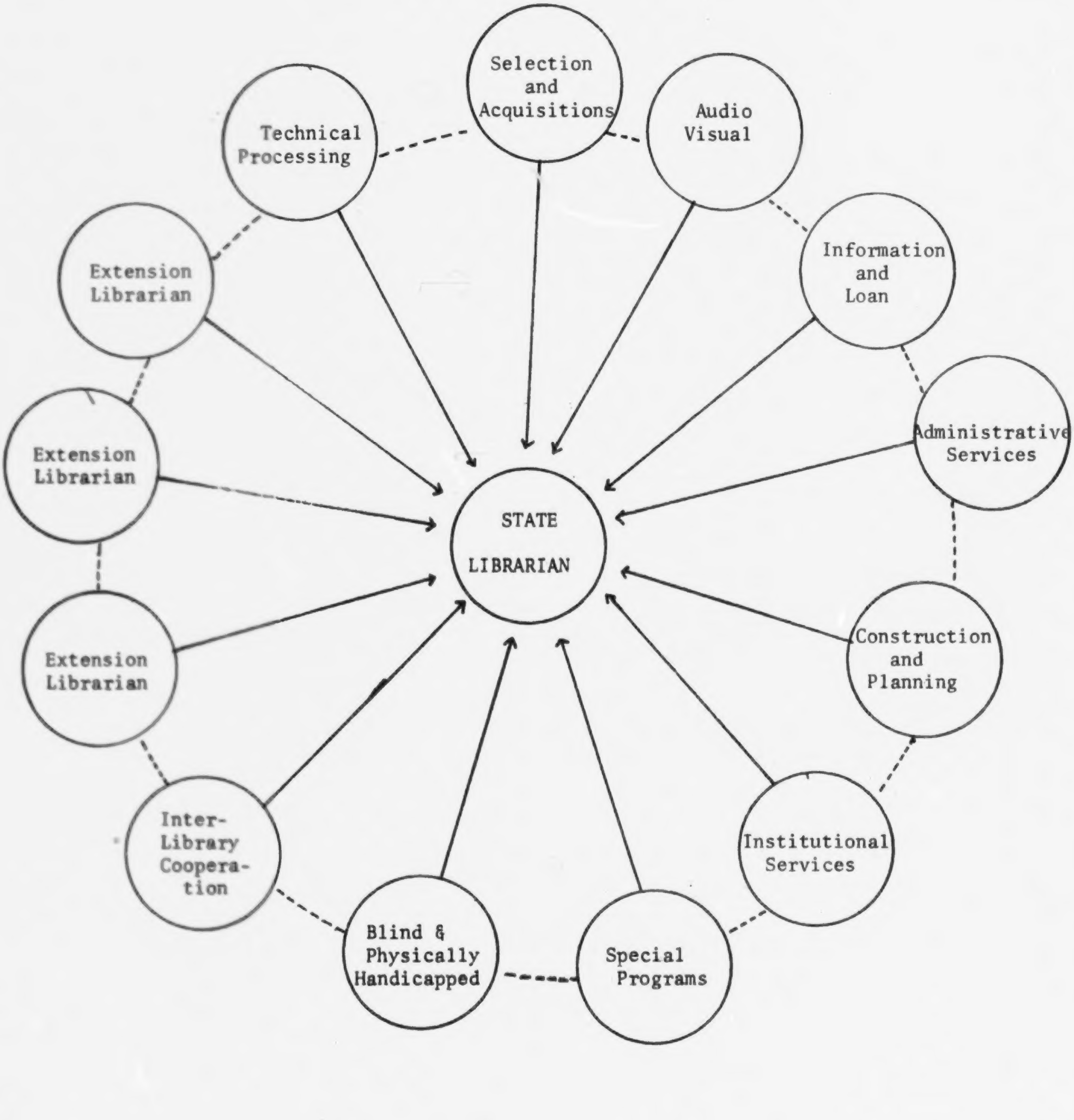
Source: "Executives in the American Political System." John C. Ries
University of California, Los Angeles.



GRAPH # 8: Flow of Responses



GRAPH # 9: Organization - Department of Libraries



GRAPH 10: Administrative Council

The Department of Libraries has about 137 full-time employees that staff the department's programs of bookmobile services, regional libraries, institutional library services, interlibrary cooperation, library services to the blind and physically handicapped, grant programs to local libraries, technical library assistance, and library demonstration programs. This staff is directed by the State Librarian who is appointed by the Governor. The Department's staff performs an advisory function for local libraries but does not actually administer or direct any local public library agencies.

There are 109 bookmobiles that travel throughout the state primarily in county wide areas of responsibility. These bookmobiles circulate over 50,000 books per vehicle per year. The department maintains staff in 15 regional library systems that serve the residents of 90 counties through advisory services and a federally funded TWX system. Library service is available to all state supported residential institutions. Interlibrary cooperation with all school, public, and special libraries makes books available for exchange or deposit throughout the state. The department also operates a regional distribution library located in Frankfort to serve the library needs of blind and physically handicapped citizens. This service is provided in cooperation with the Kentucky Industries for the Blind. Together they distribute record and cassett tape machines and "talking books" to nearly 2,000 individuals throughout the state who are blind or physically handicapped.

On a federal-state matching basis under the Library Services and Construction Act, the department assists local communities in building or remodeling public libraries. Since 1965, the department has provided technical assistance and financial support to 89 counties for the general improvement of local library services. The department initiated the Amortization Grant Program in 1968 to provide financial support to local libraries for the development of library facilities. While the total Department of Libraries' budget is nearly $3,500,000.00 another $6.0 million dollars woth of library construction has been generated through these funding sources.

The department also purchases, processes and distributes approximately 200,000 volumes to local public libraries participating in the fifteen multi-county federations and maintains an extensive reference collection and staff.

The department, through its historical development and legislative back ground, has emphasized the development of basic and sound library services in each county, where in many cases no previous library service existed. The evolution of the department's services has provided a firm basis for continuing library services that are generated and controlled by the independent local library agency. The Department of Libraries has therefore developed the role of back-up or resource center whose primary patrons are the 100 or so local public library agencies. The department is in a unique position of an advisor rather than administrator of local library services with the responsibility for developing a sound statewide library service base.*

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* For greater detail on the existing system and the existing statewide context, see Phase 5: Contraints - Parameters and Appendix B.

PLANNING MODEL # I:

PHASE I: BASIC HUMAN NEEDS

Referring back to the basic Planning Model # 1 shown in Graph # 7, the first process in articulating the rationale of the Department of Libraries is to define the basic human needs to a reasonable degree of detail beyond merely food, shelter, etc. This full list of basic human needs was developed by the Administrative Staff to act as a context for developing goal statements. Of more usefulness, however, is a revision of this list (given in Appendix A) in a priority order based on the most important human needs toward which the staff felt a direct responsibility. In the Planning Model # 1 in Graph # 7, this process of priority ranking is shown as the screen or filter of institutional, personal, and legal responsibilities. As an example of this important process, food was certainly felt to be a basic human need. When "screened" by the sense of responsibility for a library to meet this need, it did not rank among those needs toward which the Department of Libraries feels a responsibility.

The primary methodology used to delineate these basic human needs is described in the Foreword. It attempts to deal with perceptions of real needs rather than statistical documentation. At this point in Stage I of the planning process, statistical measures of the basic human needs defined by the staff do not exist. It will be a part of the tasks described in Stage II to define and monitor basic human needs with the same statistical measures used to measure the impacts of library services on people and their basic human needs. (Refer to Appendix A, #2 and #3 for more explanation.)

BASIC HUMAN NEEDS IN PRIORITY ORDER

Relative Index of Priority as Library Responsibility	
62	Education: Literacy A. Ability B. Opportunity The ability to read and the opportunities for reading in all age levels. This is seen as a basic tool for an individuals development.
62	Education: Motivation A. Recreational Motivation B. Intellectual Stimulation The stimulation or inducement that leads or inspires a person to action. This need is recognized as a basic ingredient for any desired behavior.
56	Social: Identification A. Sense of Community B. Sense of self: religion, philosophy C. Communication: ability and opportunity D. Cultural heritage and community E. Recreation and self expression The understanding of and participation in the social context that, in part, defines the individual, and through which the individual communicates.

Relative Index of Priority as Library Responsibility

53 Education: Awareness

A. Current Events
B. Understanding and reasoning abilities
C. Opportunities for awareness

The awareness and understanding of what is going on around a person.

52 Physical: Environment

A. Consumer information
B. Healthy physical setting
C. Influence of libraries on the environment

The need for a healthy environment mentally and physically and a productive surrounding.

51 Economic: Consumer Information

The need for information for the individual as a consumer.

50 Social: Recreational

The need to find a wholesome and satisfying use of leisure time.

47 Education: Creative

A. Abilities
B. Opportunities
C. Environment

The need is for creative expression as well as an unstructured learning situation that is a creative exposure.

Relative Index of Priority as Library Responsibility

43 Education: Vocational skills

A. Opportunity

The need is for increasing and refining basic job skills and job opportunities.

41 Cultural: Communication

A. Communication - Appreciation
B. Exposure

To understand and appreciate the heritage, values, thinking and behavior of individuals in other cultures.

39 Economic: Adaptation to Change

A. Family income
B. Vocational situation to provide self-pride

The need is for vocational skills and personal development that will allow individuals to adapt to economic and social change while improving their income and maintaining self-pride.

39 Political: Understanding

The need to understand the political processes at every level to accommodate the desire for action

39 Political: Responsibility

A. Motivation
B. Opportunity

The need is to participate in the political processes with responsibility and obeying the laws and procedures set down by the community.

These thirteen basic human needs at this point are subjective value judgements. Each area of concern may contain several specific needs when documentation is developed, i.e., several statistical ways of describing each basic human need. As a consensus of value judgement, these thirteen needs represent a valuable assessment of what library services must directly and indirectly effect.

During the coming fiscal year, each of these needs will be subjected to a goal analysis process to find the indicators of behavior. At present little or no reliable information exists about these existing needs on even an individual level, let alone on a statewide assessment level.

There are other needs under the heading of institutional needs for survival, financial and staff resources. These are covered in Phase 5 of Planning Model # 1, Contraints and Parameters. This examines the context for library services from state agency point of view and from the point of view of local library agencies as the direct users of the services of the Department of Libraries. This approach defines from several perspectives the context evaluation of needs and agency responsibilities.

PLANNING MODEL # 1

PHASES II AND III: GOALS AND BROAD OBJECTIVES

Introduction

The five goals for the Department of Libraries are derived after a long process of establishing our relationship to the 13 basic human needs. These goals have been reviewed and discussed to assure a reasonable degree of consensus of opinion that they represent, in the order as listed, the motivations and aspirations of the staff. They also specify, through the Broad Objectives, particular directions in contributing to the needs of people.

The Goals and Broad Objectives are generalizations rather than specific directives as are the Operational Objectives found in Phase # 7 of this model. The Goals are intentionally written to "express" rather than "quantify". This "expression", if kept sensitized to new problems, human needs, social problems, and staff responsibilities, is a valuable tool in examining the on-going rationale for services.

The goals must be made broad enough to encompass the complex faith in the potential value of library services and yet must be made specific enough to convey a singleness of purpose without being mundane and dry. Goals are greater than the few objectives that attempt to define specific responsibilities and approaches.

For each goal, our meaning must be prefaced by the adjectives of promote, improve, encourage, enrich, engender and enhance in order to clarify that we mean to take a positive stance or celebrate the existence of the goal. For example, the first goal should contain in it the meaning "to celebrate the possibilities of human communications", but to communicate more generally the statement must say "to enhance the educational possibilities of human communication". To each goal then must be added the context of an active celebration and affirmation of the potential for human growth by striving to meet the human needs represented by these goals.

These goals and objectives were arrived at by a consensus of opinion on:

1. basic human needs,
2. these basic human needs toward which both insitutitonal and individual responsibilities were felt,
3. an ordering of the importance of each responsibility based on the administrative staff's judgements, and
4. finding a single expression from groups of these responsibilities.

GOAL I

To enhance the educational possibilities of human communication.

Human communication has many forms both verbal and non-verbal, written and unwritten. The primary responsibility for our agency is to deal with the written and verbal forms of communication. There are many "possibilities", i.e., dealing with human communication in ways that promote the learning of situations, articulation of language and thought, and the ability for self disciplined behavior to achieve a desired end. There are many ways to enhance the educational possibilities of written and verbal forms of human communication such as writing itself or memory but out primary responsibility in this goal is toward providing the opportunities and motivations for individuals to read.

OBJECTIVES

1A. To encourage and promote reading abilities.

Reading abilities in this case are not the basic skills and motor responses used in reading but the development and growth of reading as a behavior pattern and method of perceiving the world and its meaning. Reading abilities involve the reinforcement, reward, and motivation individuals must possess if written human communication is to be understood and absorbed.

OBJECTIVE

1B. To create and provide for reading opportunities.

The opportunities for reading involve the physical space, time, materials and basic organization of resources to create both the context and environment for reading as an educational possibility. There is a need for both creating a situation in which people may read and providing accessibility to that situation.

OBJECTIVE

1C. To create, stimulate, and encourage the personal motivation for self-education.

This objective recognizes the primary need for self-motivation as that condition under which exposures to new situations, language, thought and self-discipline become educational possibilities rather than routines and unrelated fragments of a highly ordered world. The potential for motivation is found in influential examples, high interest information and displays of information, and in the interactions of people with relevant ideas.

GOAL II

To encourage the creative exploration of and intellectual stimulation from ideas.

There are many forms in which information is both transmitted and perceived; verbal, non-verbal, graphic, non-graphic, visual and through the other human senses. Our primary responsibility within the scope of this goal is to deal with information related together as an *idea*; i.e., information that is both *structured* and *significant* to the individual or society. Ideas thus have a strong context or history and are significant or in some way noticeable and meaningful. By the term creative exploration we mean the use of ideas to add a new awareness to the individuals intellectual context rather than exploration as a format or self-disciplined skill. The human need is to expand the individual's context and his familiarity with the universe around him. A situation for creative exploration must be "low risk" or experimental. It must be expansive to the individual and not under the demands of immediate use. Creative exploration may involve self-expression before the idea is familiar and may be termed recreational or unconcerned with a long range use. The goal denotes a primary agency responsibility for providing and promoting the free interchanges, exposure and self-expression of ideas.

OBJECTIVE

2A. To provide the opportunities that encourage an awareness of current issues.

Current ideas, events, trends, problems and the immediate environment of the individual are all issues. This objective emphasizes the importance of providing the opportunities, situations and forum in which people can become aware of the flow of issues.

OBJECTIVE

2B. To foster an understanding of current issues.

This objective recognizes a need with many current issues to actively promote and develop an understanding of these issues. This is meant to imply teaching, motivation, and reinforcing both the abilities and self-discipline for understanding.

OBJECTIVE

2C. To encourage the creative expression of ideas.

The exploration of ideas as an expansive experience should be enhanced by expressing ideas and the expression of self that is needed to define an individual. We wish to encourage expression that is in a creative environment and to provide for that self-expression.

OBJECTIVE

2D. To enhance the recreational use of ideas.

Within the context of this goal, recreational use is intended to mean the re-creation of an individual by interacting or being exposed to ideas. The term recreation can be approached through social means but the primary agency responsibility is to provide the opportunities for the use of leisure time in situations where ideas in the broadest sense can be encountered.

GOAL III

To enhance an understanding of societies and cultures.

Individuals have a basic need to relate in some way to many societies and cultures in such a way that they themselves are more fully defined. We choose to make our relationship to that need one of enhancing an understanding of social and cultural roles, values, behavior patterns and heritages. The possibilities for human growth can be found in teaching people to relate to societies and cultures. Our primary responsibility is to develop an understanding of societies and cultures.

OBJECTIVE

3A. To foster cultural appreciation and communication.

Both the appreciation and communication of cultures and cultural heritages can be obtained by providing opportunities for exposure to the world's cultures and by actively creating an awareness of other cultures.

OBJECTIVE

3B. To encourage and promote the process of self-identification.

Self-identification is a basic human need that we choose to address through providing information about the individual in society, his relationships, philosophic concerns, concepts, roles, behaviors and intellectual heritages.

GOAL IV

To enhance participation in the human communities.

There are many human communities in which each individual as well as each organization finds itself. These human communities include family, educational, vocational, political, financial, geographic, etc. The participation in each varies according to the roles and requirements of each community. The state library agency is concerned primarily with enhancing the full participation of individuals in the political community and physical environment or physical community as two communities toward which we feel a special responsibility. Full participation in these two communities must rely on the awareness of issues, concepts, and events and the development of responsibilities, rights and personal relationships.

OBJECTIVE

4A. To encourage individual awareness and responsibility toward the political communities.

The individual as a member of several governed communities from the local to the federal level should understand the issues and problems of these communities. The individual should be encouraged to make responsible contributions as a political community member.

OBJECTIVE

4B. To develop individual awareness and responsibility toward the physical environment.

The individual as well as the individual's communities are all related to the common community of the physical environment. It is worldwide community with complex inter-relationships. An awareness of these inter-relationships and the development of a responsibility toward them is becoming a basic human need toward which this library agency chooses to address itself.

GOAL V

To provide individuals with the knowledge and skills they need to achieve their own level of material well-being.

The material well being of an individual involves obtaining the physical necessities, the skills or abilities with which he can provide for his material well-being, a basic vocational dignity and an adaptability to economic change. The state library's primary responsibilities under this goal are for information relating the individual to any economic system both as a producer and as a consumer.

OBJECTIVE

5A. To inter-relate the individual as a producer to the economic system.

This objective implies that our responsibility is to encourage the understanding of vocational skills, economic skills, and economic situations that impact individuals. The teaching of trades and vocational skills is not our prime responsibility but the knowledge about and awareness of economic skills is a library responsibility.

OBJECTIVE

5B. To inter-relate the individual as a consumer to the economic system.

The library should provide a full range of information about the individual as a consumer of goods and services and about the roles in the economic system for consumers.

Context Summary

The context evaluation consists at this point in developing Stage I of the planning process, of the descriptions of the existing library system, state systems, subjective needs statements, constraints and parameters and the statements of Goals and Broad Objectives.

These will be combined after submittal of the five year program into a brochure or mission statement that will be widely circulated and reviewed by librarians and user of library services. Changes will be reviewed by the Advisory and Administrative Councils and changed in the 5 year program and corresponding mission statement. This is the primary method for maintaining a sensitivity to a changing context.

PLANNING MODEL # 1:

PHASE IV: POSSIBLE STRATEGIES AND FUNCTIONAL ROLES

Phase IV of the Planning Model must examine the possible ways of meeting the Goals and Broad Objectives which, in turn, are meeting the basic human needs described in Phase I. A generally useful set of criteria for a suggested strategy is the following:

Is the strategy or program approach:

1. *Contributing to a Goal or Broad Objective?*
    a. What are the target groups where the direct impact is felt?
    b. Are there ways of combining with other agency programs?
    c. Is the program a new solution or an existing solution which can be examined?
    d. What is the impact on people? Intended and unintended consequences?

2. *Feasible to initiate and maintain while its impacts are useful?*
    a. Constraints from system? Legal, political, social, financial, physical?
    b. Are the resources available?

3. *Is the strategy efficient?*
    a. Optimal cost-benefit ratio.
    b. Are consequences fully understood and positive.

c. Does strategy deplete a resource or effect other decisions dramatically? Is question X answered unintentionally by doing program Y?

d. Can the program be administered and monitored?

4. *Is the strategy effective?*

   a. Are there other ways, existing or possible, for accomplishing the same thing?

   b. Can the strategy have a wider use?

   c. Does it accomplish what it was intended to accomplish?

The whole area of decision alternatives, as well as answering the questions and criteria above, must also be a creative process of confronting many new possibilities. This is not only beneficial to the final program selections but also to the staff as a mind expanding and educational experience.

In our use of the Planning Model # 1 during the end of this fiscal year, not enough emphasis or effort has been placed on the examination of the last two criteria, efficiency and effectiveness due primarily to the time limitations and the lack of any real information about the actual efficiency or measured effectiveness of a given strategy possibility. Goal directedness and feasibility were considered in constructing the following list of possible strategies. The phases on Constraints and Working Strategies, Phases V and VI, provided the major analysis for feasibility, efficiency and partially for the effectiveness criterion.

The process of constructing a list of possible strategies was to examine the Goals and Objectives and derive any ways of contributing to them with some concern for the feasibility of the strategy. Several new possibilities did occur in the process. The future use of this method, however, will be greatly enhanced by bringing in research and new program possibilities from other public library systems.

POSSIBLE STRATEGIES FOR MEETING OBJECTIVES

1. Recording for "Rehabilitation Materials Unit", "Recordings for the Blind".
2. Materials for the physically handicapped.
3. Improve accessibility to libraries.
4. Increase mail delivery.
5. Increase number of local library facilities.
6. Increase publicity for the Department of Libraries.
7. Speed reading courses.
8. Increase cooperation with community colleges.
9. Promote a new building for the Department of Libraries.
10. Increase number of professional staff in local public
11. Increase program to teen agers.
12. Increase number of special topic displays.
13. Language arts programs.
14. Personnel improvement programs for Department of Libraries staff.
15. Develop extensive subject expert referral files.
16. Increase programs for current issue awareness.
17. Increase services to the inmates of correctional institutions.
18. Increase cooperation with schools.
19. Discussion and reading groups.
20. Recruiting staff for local positions.
21. Maintain a warehouse for little used materials.
22. Change library laws to provide Department of Libraries with greater control over statewide library development.

23. Develop a strong regional library board.
24. Provide all school libraries with public library collections.
25. Decrease the emphasis on regional cooperation.
26. Turn over purchase of bookmobiles to local counties.
27. Build up 3 major regional centers.
28. Increase cooperation with special libraries.
29. Transposing material into useable forms for special groups.
30. Improve public transportation in the state.
31. Deliver more materials by mail.
32. Build a large reference collection in Frankfort of upwards of 1 million volumes.
33. Relate all regional staff to their respective Area Development Districts.
34. Increase bookmobile services to schools.
35. Develop a collection policy that relies on local libraries developing subject strengths.
36. Increase audio-visual collections.
37. Process library materials for all libraries in the state.
38. Increase professional salary grants.
39. Increase services to children.
40. Increase number of displays of new situations and cultures.
41. General education programs.
42. Public Librarian workshops.
43. Develop extensive "personal interest profiles" routing system.
44. Develop more recreational uses of libraries.
45. Increase services to the residents of state institutions.
46. Materials for the blind.
47. Better transportation to libraries.
48. Motivation of users through publicity.
49. Improve telephone accessibility.
50. Improve local library income from tax base.
51. Increase cultural exchange programs for Department of Libraries staff.
52. Increase the establishing of a broad base of support.
53. Multi-lingual materials.
54. To increase consumer information.
55. Develop many future buildings as leased store front buildings.
56. Increase programs to reach poor people.
57. Creative arts programs.
58. Expand base of freinds groups.
59. Public librarian education programs.
60. Increase reference services of Department of Libraries.
61. Cooperation with other recreation agencies.
62. Provide law libraries in all correctional institutions.
63. Improve the libraries' accessibility and useability by people.
64. Electronic visual and voice communication between library and people.

65. *Deliver more materials by electronic reproduction.*
66. To serve only patrons directly.
67. Increase the number of permanent library buildings to several per county.
68. Increase local library services to college students.
69. Develop new means of cooperation with major urban areas.
70. Discontinue all service to urban areas.
71. Provide more relevant materials to special groups.
72. Provide for teaching people to use materials.
73. Provide research staff for library studies.
74. Increase referral services from Department of Libraries.
75. Improve educational level of local and Department of Libraries Staff personnel.
76. Better communication with internal staff and with Executive Office.
77. Language clarification - teaching.
78. Increase level of local selection of materials.
79. Scholarship program.
80. Distribute funds for local libraries to use regularly.
81. Change library laws to provide a minimum library salary appropriation.
82. To serve only local public library agencies.
83. Concentrate all services on two or three special priority groups.
84. Provide copies of all materials on file free to any requestor.
85. Develop increased services to other state agencies.
86. Greatly increase regional staff.
87. Increase programs to elderly.
88. Increase promotional activities.
89. Theatre, language and speaking arts programs.
90. Expand support base by increasing number of county library taxing districts.
91. Increase subject bibliographies.
92. Develop a planning and evaluation staff.
93. Develop programs for rewarding people who read.
94. Improve staff training.
95. Increase staff for regional programs.
96. Distribute materials on a population basis.
97. Develop new areas of cooperation between all types of libraries.
98. Reinforce reading patterns through training.

This list of possible strategies is only the beginning of developing programs. The list of possibilities is screened in the next section by the constraints, parameters and, finally, resources available.

A second process was also initiated during this planning period. It involved the opposition of alternate major function roles or thrusts for the Department. Various groups were then asked to indicate their choice preference. These preferences are averaged, rediscussed and then reranked for preference to arrive at some consensus as to the desireability of enhancing, diminishing or initiating these functions into the current functions of the Department.

These questionnaries and the responses of the regional staff, Advisory and Administrative Staff are reviewed and summarized in Appendix A - #8. Another tool was the ranking of six plausible images or roles for public library service. There are summarized in Appendix A-#7. The use of these and other instruments for measuring judgements, preferences, perception of needs, and opinion were used during the development of this document primarily as a means of establishing the validity of the planning process. A secondary use was as a format for learning the current position of the Department of Libraries and the difficulties of changing current priorities dramatically. As Stage I planning activities are begun, these tools will be much more extensively used. At this time, these opinion devices were only used as a backdrop for the program decisions and Operational Objectives. The major result seemed to be an increasing need for promotional and interlibrary communications efforts and the need for more data on each of the new strategies that would help define efficiency and effectiveness.

Thirdly, in analysing the many possible strategies, individual research is needed on almost every possibility. At present, studies of bookmobile services, Appendix A - #9, regional development, Appendix A - # 10; institutional services, Appendix A - #11; and educational agency relationships, Appendix A - # 12 are in progress and will be completed in the coming year. A great deal of information is also needed on the constraints, parameters, and working strategies. Many of these studies are outlined under their program heading where "zero funding level" is used. This indicates an acceptable program pending funds, a method of organization, and an adequate administration program.

PLANNING MODEL # 1:

PHASE V: SYSTEM CONSTRAINTS AND PARAMETERS

Introduction

The following section summarizes the major constraints and binding factors on the Department of Libraries as well as on library services in Kentucky. Each constraint relates to the background and description of existing systems in Appendix B of this long range program.

A constraint on the library system and its agencies is any circumstance, situation, or policy that limits or forms a boundary to the activities of the agency or its services. Constraints encompass the entire range of interaction of the agency and its services with the context; local, state, federal and the various fields of library science. Constraints may be phrased as parameters, legal boundaries, set policies, and resource limits.

The Department of Libraries functions within several different contexts: as an agency of State government; as a processing plant producing services and distributing materials; and as a social group amongst an infinite variety of social groups. Library services are also delivered within many contexts; local public library agencies, special programs, in an informal community center, and in the centralized distribution of services and materials. Each existing program that has been in operation for a period of time has accumulated a social and institutional momentum. This momentum of people, procedures and concepts in itself often acts as a constraint and resource limitation.

As one of the most important phases of the planning process, the following series of constraints act as an initial screen of feasibility and efficienty for the possible strategies and possible functional roles in Phase IV.

After screening out possible strategies and roles, the product is the basic input into the next level in the deductive planning model; Working Strategies and Operational Objectives.

Each summary statement of a broad constraint should be the subject of further study since the level of research on any given constraint is presently very low. As with any binding factor of function in a model, a movement or change in that constraint, even if slight, can often allow the entire system a great deal of new room in which it can operate. The related background and description for these constraints found in Appendix B should provide the background information for these further studies.

For the purposes of this years planning activity, the constraints are grouped into the following five general categories: political, legal, financial, physical and social. An attempt must be made continuously not to regard the lack of immediate funds as a constraint since it shrouds the reality of binding functions and constraints. Money is always limited for any program in specific but the money that exists is more than enough in most cases to fund any single strategy. The trade-offs and budgeting compromises must be made but it is far more useful if they are made at the very specific level of programs and projects. At the higher level of strategies, it is more useful if the reason "not enough money this year" is not used at all.

BROAD CONSTRAINTS

I. Political - These constraints arise from the Department of Libraries' role as an agency of state government and the local public library's role as a local governmental agency.

A. *The Department of Libraries is a part of the Executive Branch of Kentucky State Government headed by a Commissioner as opposed to a separately elected State Librarian or a State Librarian appointed by a separate library commission.* The Department of Libraries is therefore directly responsible to the Governor. This tends to emphasize the priorities of developing the state's basic service programs over the Federal priorities for special target groups within the population. This location within state government under the Executive Branch also heightens the degree of responsiveness to many of the same pressures and programs influencing the Executive Branch.

B. *There are relatively few legal constraints on library services that derive from Federal Funding once the federal money has been earned.* Generally, the funds provided by the Federal Government under L.S.C.A. are dependent on state level policies, criteria and procedures for their regulation. This tends to emphasize the development of basic library services throughout the state along the state's priority lines.

C. *In Kentucky the development of a large number of locally responsible governmental units tend to establish and reinforce the concept of leadership and power at the county unit level.* There are a high number of county units for Kentucky's population and land area. There are 280 independent school districts, 273 special taxing districts, 359 municipalities, 120 counties and 15 Area Development Districts.

These independent districts tend to distribute power to the local county leadership as opposed to power residing in a large, centralized bureaucratic governmental structure. This tends to multiply the number of groups and leadership to which library services must be responsible as opposed to being responsive only to the next higher level of government. A tendency to distribute goods and services throughout the state, to be responsive to a multitude of requests is also reinforced by the diffuse pattern of power structures.

D. *Throughout Kentucky, the county is used as the primary conceptual unit for programs in funding, distributing goods and services, budgeting and as the primary unit for developing library services.* This "county consciousness" is an all pervasive term used in most program descriptions as opposed to special target groups, urban versus rural areas or types of services.

E. *The concept of funding salary supplement programs for librarians has been in the past an unpopular program to get funded by the legislators because of the "automatic" nature of paying salary supplements before deciding on existing or new programs.* Salary supplements tend to constantly increase each year. Once begun, it is difficult to decrease the program or change the areas of service provided by it.

F. *The three major urban areas in Kentucky (Louisville area, Lexington area and Henderson-Evansville area) are also the fastest growing areas of Kentucky in population over the past decade.* This tends to shift some of the voting power from the rural to the ruban areas and thus increases the importance of highly visible library programs in these urban areas. The past legislative history of the Department of

Libraries has emphasized developing library services where they were most inadequate, i.e., the rural reas. These are also the areas where the greatest impact could be seen per dollar spent for developing basic library services.

The major urban areas in Kentucky also tended to develop independent city public library systems without the assistance of the recently formed Department of Libraries. When the Department of Libraries was formed, its approach of developing the urgently needed basic library services to previously unserved areas was not relevant to the major urban areas. Thus, the Department of Libraries now is constrained from a developmental approach in major urban areas. The need is now evolving for new forms of library cooperation, new approaches to urban area services and new forms of service agreements between the Department of Libraries and the existing urban area libraries.

The second fastest growing areas are 5 small urban areas The areas of population decline are rural county areas. This reinforces the shift in the previous geographical pattern of distribution of goods and services.

G. *The Department of Libraries has established and maintained a policy requiring that all libraries wanting to join the regional system must provide "county-wide" services to receive state funds for library development*. This constrains the Department of Libraries in offering special services and developmental basic library services only to county wide library districts. Developmental basic services to a city within a county or to a county but not to cities within the county cannot be offered. Expansion of basic library services thus must proceed by county units. The normal procedure then involves the voted or petitioned passage of a county taxing district which necessitates the often difficult to develop cooperation between county and city units of government. The special ad valorem tax voted or petitioned into existence must be a popularly supported tax and must rely for its existence on the maintenance of its popular support since the tax can be removed by the same methods used to establish it. The tendency for popularly supported, highly visible, evenly distributed by county, goods and services from the Department of Libraries is again reinforced. Special programs for target population groups or special service programs are constrained by their lack of visibility and popular support.

H. *The basic users or patrons of the Department of Libraries are primarily the local public library agencies rather than the local library user.* The local public library is thus in the role of intermediary for services and the immediate recipient of many of the services of the Department of Libraries. The Department of Libraries has no direct control over local library programs and priorities. The Department's services are therefore primarily backup services or inputs into the local library's programs and must rely on the requests and suggestions of the local public library. The Department's role has evolved into advisor and resource agency rather than direct supervisor and administrator. The limits imposed by this constraint could be lessened to a large degree by an increase and improvement in communication between libraries within a region and between the Department of Libraries.

I. *The development of the Department of Libraries can be directly correlated to the effectiveness of building a popular base of support amongst citizens and local public libraries.* This support is to a large degree derived from the Department's emphasis on developmental services. These developmental services are the basic library district structure, basic materials, facilities and staff. These developmental services are reinforced by the highly visible impact they create and by the need to be responsive to a large number of requests by relatively equivalent county service areas.

J. *The developmental approach in providing county wide library services and the distribution approach in providing the basic resources for library services has developed a special role for the Department of Libraries in that the local public library districts rely on these basic resources including state aid funds as a part of their annual budget.* Many local public library districts have a low level of revenue from the taxing district. The Department of Libraries is thus constrainted in that a momentum of basic support has become necessary for the bare existence of many local public libraries. Funds and resources cannot easily be shifted from one program to another or from one set of priorities to another both because of the lack of direct Department of Libraries control over local programs and because of the inflexibility of current resource inputs.

K. *A clear division of responsibility is evolving for school and public libraries based on provision of curriculum related materials.* As school systems consolidate and develop their own library services, the services provided to schools by local public libraries has tended to decrease. Lines of responsibility are also evolving for other library agencies. This constrains the broad direct distribution of programs and services to avoid duplication but also heightens the need for and use of interlibrary cooperation to maximize services, create optional systems of resource sharing and avoid duplication.

II. Legal Constraints - These broad constraints are derived from the statutes, legislations, budget and financial procedures, policies and procedures established for state agencies and for and by the Department of Libraries. They also include the same types of limitations on local public Libraries.

A. *The Department of Libraries must conform to the laws and regulations established for it and for the local libraries within the regional system and the policies and procedures established by the Department for the administration of its programs and services.*

B. *State and Federal funding is basically allocated and accountable on an annual basis even though the initial* *state budgeting period is for a bi-ennium period.* The effect of annual funding and annual accountability and reporting is to establish a pattern of repeating existing programs each year plus adding new programs of a one year duration. This acts as a constraint in that resources cannot be grouped together from several years and used to accomplish a major program in any one year. The tendency is to operate with the concept of annual programs rather than the effectiveness of the program or variable resource input requirements of a program. This tends in general to reinforce the distributive and developmental approach rather than the program approach or target population approach.

C. *There is a legislative history of the development of public library services in Kentucky that has emphasized the development of rural library services.* There is a constraint from this history in the momentum built up from previous rural library emphasis and from the delay in gaining program experience in library services within the context of major urban areas.

D. *The lack of interstate library compacts as a well used form of cooperative library service in standard Metropolitan*

Statistical Areas, particularly those SMSA's that cross state lines, constrains the ability and opportunity for the Department of Libraries to offer programs in these areas. There are, however, four methods that currently exist for contracting for library services between governmental agencies.

E. *For the 89 counties participating in the regional program and for library services that depend on city or county taxes, county wide library services depend on the local library tax revenues.* This necessitates the reliance on local government and reliance on the approval and support by the public of library services. The services, therefore, must be kept visible and in many cases, tangible, such as materials, books or bookmobiles. This has tended to constrain us by reinforcing the developmental end distribution approach toward providing the basic library services.

III. Financial Constraints - These constraints are derived from the limitations on funding for the Department of Libraries and local libraries and from the regulations on the use of library funds.

A. *Two-thirds of the funds allocated to the Department of Libraries comes from the State general revenues.* Since a major part of the Department of Libraries budget depends on state funds, approval of the Executive Branch and the Department of Finance is necessary to increase funds and continue to support on-going programs such as construction, bookmobiles, and demonstration projects. The growth of the Department of Libraries funds is fairly well defined as a continuation budget for the next two years. This constrains us in our flexibility in implementing new programs and in the continuation of existing programs. We also must rely on the popular support of library services to obtain approval of our programs from the legislature and we must rely on the approval of the Executive Department.

B. *We are constrained by the financial budgetary requirements set down in policies, criteria and regulations of the Library Services and Construction Act, Appalachian Regional Commission, Library of Congress, the Commonwealth of Kentucky and the Department of Libraries own regulations, criteria and policies.* In particular we are constrained by the Federal requirement for matching funds for certain programs from one year to the next. In order to obtain popular support of programs we are constrained to re-funding existing programs that effect large segments of the state.

C. *Local county libraries generally derive their income from a county library tax which is either voted or petitioned into existence.* Generally, the local county library taxing district raises an inadequate supply of funds for library services compared to both A.L.A. and Kentucky Standards. This constrains us in that it discourages a "pump priming" program approach and encourages a developmental approach in which the state support for local libraries is expected by local libraries. Pump priming or program approach is often times viewed as a hinderance to a local library in that they will not be able to maintain the effort. Generally, the low level of library support in counties constrains their ability to meet special program needs. The Homestead Amendment will tend to decrease the local support of libraries by approximately 10% although the revenues can, legally, be brought up to their former level before passage of the Homestead Amendment. This is a difficult task to ask the local library to do since it appears to the public as though the overall tax revenues are being increased. New taxes are increasingly difficult to pass due to the general economic conditions. This constrains us in that expansion of the regional system by adding other counties becomes increasingly more difficult. Library programs and library taxes are under continuous scrutiny by the local tax payers, also due to the economic conditions.

D. *The biennium budget is an Executive Budget presented to the legislature. It is controlled by the Executive Branch, the Department of Finance and the Legislative Research Commission.* Annual funds, if unencumbered, at the end of the reporting year must be returned to the State. Biennium funding with the annual accounting system inhibits the program approach to library services and encourages the distribution on an annual basis of goods and services. The maintenance of effort required by Library Services and Construction Act also inhibits the program approach.

E. *The amount of revenue that can be collected by many county library taxing districts has been set at the maximum amount that was raised in that district in 1965, if that district was in existence.* Therefore, many of the counties having a library taxing district are now facing a tremendous constraint in even supporting the existing library structure let alone considering growth into special project area programs or in increasing the basic library services to the county residents. This tends to reinforce developmental type programs and discourage program approach to programs. It also reinforces the role of the Department of Libraries in maintaining the basic revenue from which basic library services are funded.

F. *There are very few full time librarians, professional or otherwise, employed by state institutions and by the Department's that administer to these institutions.* This situation makes it difficult for the Department of Libraries to implement its institutional library services. In many instances this has made implementation impossible for the following reasons:

1. No matching funds are available at the institution or governing departmental level.
2. No institutional or departmental personnel at all to cooperate with the Department of Libraries in either planning or participating in a service program.

G. *The availibility of funds for the Department of Libraries is limited when considering the possible funding of any given program.* Although, the general constraint, lack of money, has not been used at this level in the plan it is certainly a major constraint when considering the implementation of each given program and the projects related to that program.

IV. Physical Constraints - These constraints are derived from geographic and demographic conditions and limitations on library facilities.

A. *The present facilities housing the Department of Libraries staff and collections are tremendously inadequate for the number of personnel employed and for the work space required for processing and distributing books and materials.* This is a definite constraint on the development of new reference and technical programs. It is a constraint on providing the staff space needed for increasing the staff to meet special program and planning needs.

B. *The regional staff must rely, primarily, on the good will of the local library boards in order to be provided with office space and collection space.* The Department of Libraries has not built state owned regional library facilities but has rather put the available construction money into building local public libraries that are owned by the local county library taxing district boards. The Regional Staff, therefore, is often housed in inadequate facilities and does not have the physical space needed to build regional reference and resource collections. The Regional Staff must rely on the facilities and collections provided by the local county library. The designation, then, of the local county library as a regional headquarters does not imply a regional size reference and referral collection but rather the actual office space for the regional headquarters staff. This constrains our capability to develop a true regional system and to develop the capabilities that our regional collections could offer as reference and referral services.

C. *Inadequate maintenance funds have been provided for equipment, building and bookmobiles.* This constrains us in obtaining the maximum use of these facilities and in maintaining a regular schedule for their operation. Some monies must be allocated in any budget to handle the repair emergencies that occur.

D. *Although the multiple use of a community facility for library services, recreational services, educational services, etc. has been tried in some isolated cases, this is a difficult concept to promote.* The general concept, so far, has been that separate services require separate facilities. This has constrained the Department of Libraries in the flexibility of library facilities, in the inability to combine with other agencies and in the inflexibility of providing housing for special user group programs.

E. *The trend toward centralization, urbanization and suburbanization in Kentucky is beginning as the urbanized areas develop.* This acts as a constraint on the Department of Libraries in that our developmental programs based on a county wide unit basis need further study to translate them into units of service that relate to the urban and suburban situations. It also acts as a constraint in that centralized library facilities have not proven as popular in basic citizen support as have the basic county wide library systems. The phenomena of shopping centers has begun in Kentucky in the last seven years and presents a problem for library facility location as well as causing the necessity for re-evaluation of library use traffic patterns within a urban community.

F. *Kentucky has a history of local county orientation for programs and funding, a difficult geographical terrain, and large areas of rural poor.* This has tended to create a large number of individuals with low mobility and therefore poor accessibility to centralized library facilities. This situation has improved with road improvements and the increasing urban concentrations. We are constrained, however, by providing many of our resources to improve accessibility before even the basic library services can be improved. The

Department of Libraries has been constrained in the centralization of services because of this low mobility and county orientation. Kentucky has a very evenly distributed county population as opposed to many urban concentrations. This has meant that the focal point for library services in a county is often times a county seat or the largest city within the county. The number of staff positions allocated by the Department of Finance to the Department of Libraries has been frozen to the number of positions funded on October 8, 1971. The number of staff positions allotted by this freeze is 137. This constrains the program approach in inhibiting the build up of specialized staff to meet the special program needs. The tendency has been to increase the staff in areas of service involving a distribution or developmental approach since these positions reflect the least amount of change.

V. Social Constraints - These constraints derive from the existing concepts of library services and concepts of the distribution of power and the social momentum from the history of library services.

A. *The county orientation of Kentucians affects all phases of life in Kentucky.* The county is the standard unit of program distribution and funding of programs. This county orientation reinforces the developmental and distribution approach and sometimes forms a basis for accountability for the expenditure of funds. The county orientation also tends to increase the political power of local leadership. This tends to increase the number of persons to which the Department of Libraries is responsible and the number of local requests to which the Department of Libraries must be responsive in order to maintain local support.

B. *There has been a tremendous social momentum built up for the role of the Department of Libraries in developing basic library services in rural areas.* This social momentum has formed the basic concept of services as a geographical area to be served with bookmobile service and a central county library. Although the legislative context for library services has changed to include and gradually emphasize services to urban areas and particularly for concentrations of low income families, the social momentum of the many services to rural Kentuckians constrains the shift in Department of Libraries programs.

C. *Cooperation between counties, between many county agencies and between naturally competitive cities within the county and between the county and city agencies is often a constraint in establishing a structure that will provide total county wide service and in supporting the tax structure from which library services derive their revenue.*

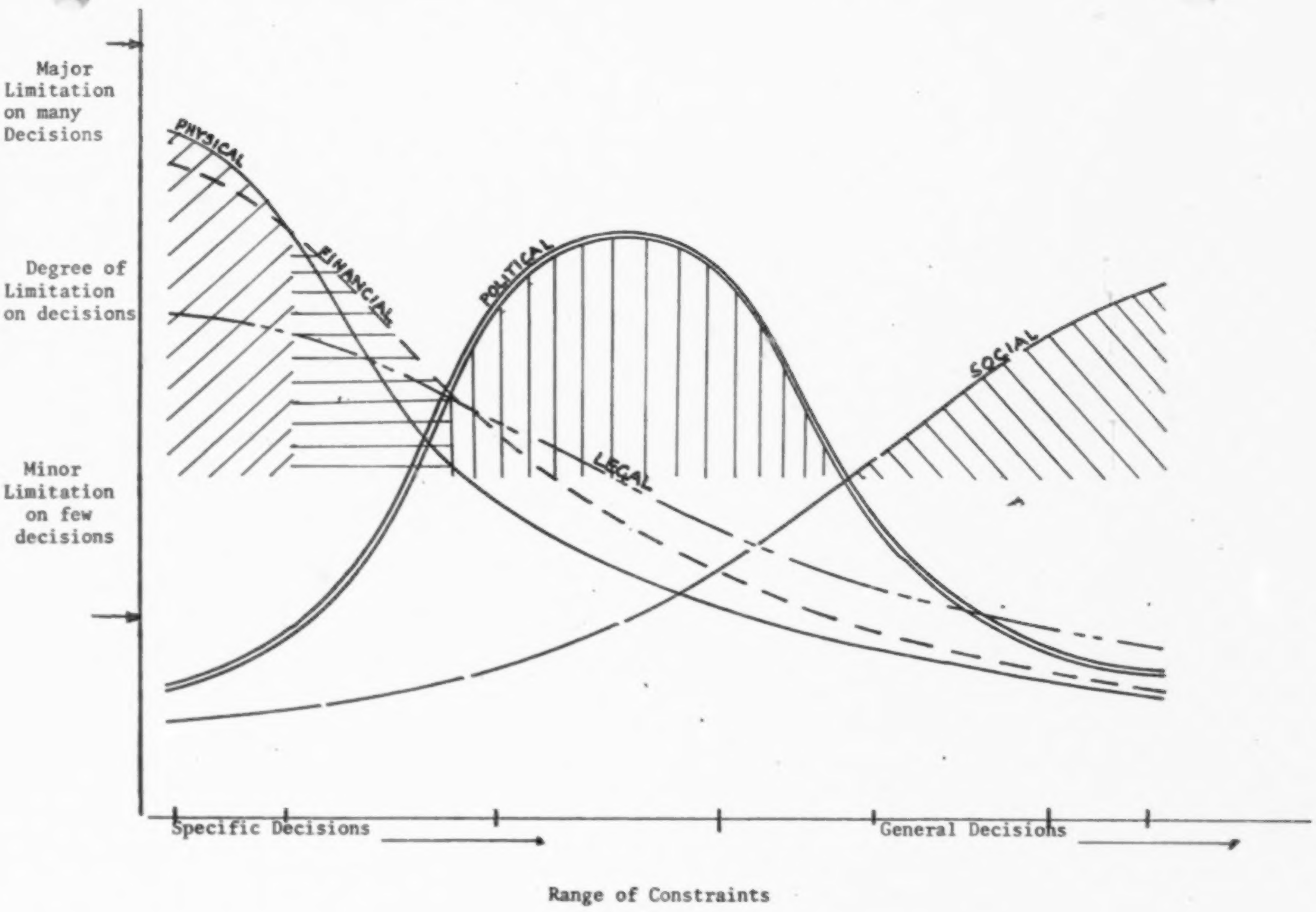
D. *The population growth of the three major urban areas and the five secondary urban areas, the decline of five county areas in population and the even population distribution of a typical county in Kentucky implies the need for the re-evaluation of forms of cooperation and contract library services with the existing urban area library systems.* The population increase in the last decade in the age group, 15 to 24, and, 55 to 74 also implies a re-evaluation of our program approaches to these age groups.

E. *County wide library service is, for most of the counties participating in the region system, based on revenues derived from a county library taxing district.* This taxing district is voted or petitioned into existence and can be voted or petitioned out of existence. This constrains library programs in that they rely upon popular support for continuation of the tax base. The property tax from which the library revenue is derived is becoming a less and less popular form of taxation to support social services. This implies at lease a re-evaluation of the value added tax or the intangibles tax as a way of providing library services to a county.

F. *Centralization, urbanization and suburbanization are increasing in Kentucky*. The individual citizen's mobility and accessibility to library services and other social services may also be increasing as a phenomena in Kentucky. This may tend to decrease the importance of county orientation. If a future study can demonstrate this tendency, it would imply a constraint in changing our strategy from emphasizing rural areas to at least an even distribution of services between urban and rural areas.

G. *Kentuckians still cling to their conservative pioneer heritage. Certain types of books, and certain types of library material that may be standard elements of a collection elsewhere are often found unacceptable in many Kentucky libraries*. Some inovative programs may also be difficult to implement at the local county library level.

H. *As with all agencies the Department of Libraries staff, staff of local public libraries, library trustees and members of library boards all have a continuing need for education, training and awareness of new library programs, techniques and concepts of service.* This is a social constraint in that inter-library communication, publicity, promotion, and staff training are often necessary before new programs can be implemented. This implies an increased effort in the future in supplying the communication between libraries and librarians,in participation in staff associations and in communication services offered by the regional staff. It implies a need for an increase in the amount of awareness of new library programs and techniques by the Department of Libraries staff.



GRAPH # 11
IMPACTS OF CONSTRAINTS ON DECISIONS

Input Summary

The constraints, parameters and limitations summarized above are primarily boundaries on inputs into the library services system since they act as directives as to the growth of the agency's programs. It is more useful for the planning purposes of Stage I to think of the major constraints as conceptual rather than financial. The conceptual description of constraints can lead to possible ways of changing the concepts behind the present allocation of funds whereas the only solution to new funds is a dead end solution of manufacturing money. The primary agents of change are conceptual. Demand must first be created and directed before funding is allocated.

As described in the Foreword to this document, hard data for input analysis will be generated with the implementation of the Stage I planning activity. At the present time, Graph # 11, Impacts of Constraints on Decisions, represents an approximate composite of the five areas of constraints. The effect of limiting a large number of decisions is indicated on the vertical scale while the general type of decision is indicated on the horizontal scale. Indicated by 5 general curves are the five areas of constraints as they impose limitations over the range of decisions.

Where one curve rises above all the others, it indicates that that type of constraint generally acts as the binding function for decisions made under that portion of the highest curve. The graph is intuitive and contains many overlapping areas however, it is useful in pointing to the first set of constraints most often encountered when making decisions about projects (physical constraints), programs (financial constraints), operational objectives and strategies (political constraints), and broad objectives and goals (social constraints). Here, constraint is a general term combining the limiting aspects of parameter,limitation, directives and functional roles.

In contrast to these four areas of constraints, the legal constraints would not appear to be a binding function over any range of decisions. The significance of graphing the binding constraints is in narrowing the areas where evaluative, and particularly input, information needs to be obtained and refined. For example, rather than gathering information on the entire range of political constraints, it would appear more plausible to examine the particular political constraints that effect the "how" questions; which strategies do we use and how much of each is the optimal combination. As another example, instead of looking at the financial constraints acting on our goals and broad objectives, we should first look at the social constraints and concepts, and then perhaps at the legal and political constraints. The tools and methods will be different from the first example.

PLANNING MODEL # 1

PHASE VI: Working Strategies

Introduction

The following strategies represent generalized means by which the Department of Libgaries may implement programs and projects to achieve operational objectives. They are arranged in six groupings of alternatives between developmental approaches and program approaches. Developmental approaches will show those working strategies which are directed at statewide development of basic local library services. Program approaches will show working strategies directed at specific target groups for specific program impacts determined by the target group.

Working strategies also represent an assessment of the Departments' institutional relationship to the system constraints. By the time a basic strategy has become a working strategy, it should have passed through the constraints without a serious enough conflict to designate the strategy as not being practicable in the functional role of the Department of Libraries. Those strategies which encounter serious conflict from any particular constraint or combination of constraints are rejected as not being in the jurisdiction of our functional role.

Working Strategies by General Groupings

I. *SYSTEMS GROUP* - *The working strategies in this group represent the basic systematic functions of the Department of Libraries in carrying of its programs. These system strategies would tend to be centralized in the developmental context of our institutional function, and decentralized in the program approach context of our institutional function.*

A. Centralized systems - The main input of staff participation being from Frankfort.

1. The Administration of our library development program is essentially planned, financed and directed from Frankfort.

2. Our purchase, processing and distribution of library materials is a Frankfort operation.

3. Although information requests are initiated out in the state, processing and answering requests from public libraries in the state is a Frankfort operation.

4. Cooperative programs are not really centralized in Frankfort, but the eventual aim will be to create a "switching center" concept with Frankfort being the main state bibliographic control center. Coordination of related cooperative programs is presently through Frankfort.

B. Decentralized systems - The main input being from local libraries throughout the state and our regional staff.

1. Even though we purchase the states' bookmobiles centrally, the bookmobile programs are locally run by the city or county library board and librarian. This seems to remain the most feasible strategy though there has been some though to centralize control of the program through Frankfort.

2. All library construction is carried out through the local library board. This means that the board contracts for their own architect, construction firm, etc. Funds are administered from Frankfort. The state library amortization program reinforces emphasis on the local groups.

3. Our regional program is based in the concept that we can better meet the needs of local public libraries by working through a regional staff that is in close contact with the county libraries in their region. This staff can carry out specific programs with specific counties that would be difficult at best to do from Frankfort.

II. POPULATIONS GROUP - The working strategies in this group are based on whether the population of a service area is basically urban or rural. Our statewide operations tend to emphasize rural areas because of historical development and because of the impact potential of limited funds. These rural strategies would tend to be developmental because of their statewide needs. The urban strategies tend to be better suited to the program approach since the impact can be focused on limited target groups rather than developing general services for everybody.

A. Rural - Almost all of our strategies aimed at implementing services to the rural populations of the state will have to remain developmental in nature. Local public libraries being accustomed to our functional role of general state support (books, A.V. materials and equipment, bookmobiles, etc.) to their limited budgets would probably be too adversely affected by any signigicant change.

1. We should continue the centralized acquisition, processing and distribution of materials. This, in combination with State Aid, has become too integral a part of local library operation to abandon our current statewide program. This does not mean that we cannot have special programs in urban areas or certain rural areas where the interest and right conditions exist.

2. We should continue to emphasize accessibility in the rural area through our construction and bookmobile placements. The shift in populations from town to suburban or shopping center area may influence our basic strategy of library construction near the center of town.

B. Urban - Offers great potential for program approaches since the urban areas have historically tended to have earlier beginning on library services therefore lessening the need to develop basic library support.

1. The urban areas will probably be the greatest concentrations of efforts expended to meet specific Federal priorities since impacts may be directed at limited groups and the local library won't become dependent on our support for their continuing program.

2. Not only Federal priorities, but any specific projects which would be in the context of a target group or not based in a need for continuing support would be better suited to urban areas.

3. Besides specific projects, the Department should strive for closer cooperation with the existing urban systems in general service programs so that there will be an eventual meshing of all public library systems in the state.

III. SERVICE METHOD GROUP - This group of strategies deals with methods of service that we may participate in as an institution to most directly meet basic needs (Goals) at the local level without violating our functional role as a state agency working through local public libraries. These strategies would tend to be program approaches when they deal with specific programs to develop individual abilities of a target group. They will tend to be developmental where the aim is to provide opportunities for the general public to develop their own abilities.

A. Providing Opportunities - We are already designing library facilities, selecting library materials, expanding network operations, working with institutions, expanding service to the blind and physically handicapped, etc. for the purpose of providing the people of Kentucky opportunities to discover, learn about or simply enjoy the world we live in. New ways of providing opportunities may come about, but almost every strategy in this group would be part of the general statewide library development and not programatic.

1. Centralized selection processing and delivery of materials from Frankfort should continue with certain modifications to allow for a distribution in the types of materials being sent to differing parts of the state.

2. Some special programs are feasible with the new library construction providing for community rooms where the special programs may be held.

3. The continuing operations aimed at access and delivery should be maintained and developed with the growth out in the state. Networking will expand the opportunities for access to an almost unlimited variety of materials. Mail order access should be explored as a possible system.

B. Developing Abilities - Because of the institutional role of the Department, developing abilities must be limited to special programs aimed at small and select groups. Since we are so closely related to education, there is a danger of trying to accomplish programs more closely related to the institutional role of schools (such as teaching reading, training vocational skills, etc.). Our role in developing abilities will primarily be related to library staff (trained staff should create better opportunities to the patron groups) and some limited programs.

1. Our scholarship program is aimed at developing the special abilities needed for librarianship. Coupled with the professional incentive grant (which would allow a local library

to hire a professional librarian by our offering a supplemental salary grant to make the salary competitive), this should improve local service.

2. Through our regional workshops and sujmer library training institutes we are developing abilities of local librarians who are not able to get formal library training.

3. There are some specific education programs that we may do without violating constraints imposed by the division of responsibility between us and education. These programs would tend to be geared to educational television or use of outside resource people.

4. Training public users in basic library skills would give them the abilities needed to be much more self reliant in seeking out answers to their own personal information needs, and may thereby have greater success in finding the right answer.

IV. SERVICE CONTEXT GROUP - This group of strategies will show the alternatives between the Department of Libraries' functional service role in treating people as patrons or treating library library agencies as patrons.

There seems to be a significant difference between the state agency functional role and the local library functional role. The difference is significant enough anyway to outline which working strategies we should use in the people as patrons service context and which we would use in the local libraries as patrons service context. Obviously, since it is the local libraries in our statewide regional library development system that serve the patrons directly rather than us, the libraries as patrons context would tend to be developmental. any direct service to patrons that we might be involved in would tend to be a program approach.

A. Library Agencies as "Patrons" - Most of the activities carried out by the Department are focused on service to local libraries. The intent, of course, is to indirectly improve service to the local public library users, but we are dependent in the end on how effective the local library is more than how effective our services to that library is. All of our statewide library development programs would tend to fall in the category of serving library agencies as patrons.

1. Although we do a limited amount of reference and referral service for people in the Franklin County area and for state government, most of our work is as back up to the regional headquarters libraries which, in turn, serve as back up to the county libraries in each region. This system whould become more sophisticated and better defined in a network relationship with other libraries in the state to improve its quality of service to people through their local public library.

2. The Department of Libraries has a small collection of library materials, and little space to expand this small collection. Our responsibility, then, in the statewide network relationship should be to develop better technological

tools for improving the statewide flow of information.

3. Our regional staff should increase its consultative services to public libraries in their region as well as continue working in supplement to local staffs when needed. This could help upgrade service statewide as well as fill local service gaps when they come up.

4. The Department should continue its input in determining the physical library needs for good local service through its construction and bookmobile programs. Well planned facilities can have an important affect on local service.

5. The Department should not attempt to run local promotional programs, but we might increase support of local public relations programs through technique workshops and furnishing public relations materials for local campaigns.

6. Centralized acquisition, processing and delivery of library materials combined with state aid probably has the greatest individual impact on the under funded Kentucky libraries. These programs have become such an integral part of local library service that they probably can never be eliminated, but might be decreased as the local libraries come into their own as self reliant service agencies in terms of budget and collections.

7. Our service to institutions may be a little more direct service to a patron group, but it still tends to be through the institutional staff, and therefore would be serving the agency. A possible change in stragety could be to put the institutional staff on our payroll and thereby achieve more direct service/patron control.

B. People as Patrons - Besides the limited public service offered through our Information and Loan Division we don't participate in a great deal of direct public service. What public service we do participate in tends to be on a program basis.

1. Special programs directed at target groups are feasible in our institutional role. These may be done by regional or central agency staff or by additional personnel hired for the program by the Department.

2. Our program for the blind and physically handicapped is direct patron service even though it may be promoted through a local public library.

3. A possible strategy that would bring the Department into a more direct relationship with people as patrons is to develop mail order service either from Frankfort or through

regional collections.

4. Statewide publicity and promotion of library service is a direct people as patron approach. This could be either done on our own initiation and development, or in conjunction with or support of Kentucky Library Association activities.

V. *OPERATIONAL GROUP - This group of working strategies will include alternatives between two basic types of operations: Expansion, which will tend to be developmental and build our general base of popular support; and, Consolidation, which will tend to be on a program approach basis and develop depth in our service operations. The historic and largest efforts to date have been in the area of building a base of popular support through our expansion of regional library development. Because of the low levels of local funding throughout the state, and because there are still counties without any library service, we will continue this approach. The growing complexity of our system, Federal requirements and information production and needs, we will* *have to begin a gradual increase in our efforts to consolidate operations for our own institutional development.*

A. Expansion - With some modifications because of an enlarging system and changing need, the Department should continue its statewide library development operations.

1. Although most of Kentuckys' 120 counties which have a strong interest in local library service (89) have joined the regional system, we should encourage additional counties to join by providing county library demonstrations.

2. The Department should maintain its high "visibility" of support through continuing construction and bookmobile operations. Selection of materials through Frankfort also builds Department of Libraries "visibility".

3. By strengthening our cooperative ties with other libraries and other agencies, we may become a significant enough part of their operations that they will add to a popular base of support.

4. General statewide publicity and promotion would tend to build a base of support for all libraries in general, and the Department of Libraries in particular.

B. Consolidation - There are several central agency operations which could be developed to give us greater institutional depth even though they would not affect popular support or any degree of "visibility" as an agency. These operations are almost exclusively program approaches.

1. The department should develop a planning and evaluation operation at central headquarters to carry on the activities initiated by the five year L.S.C.A. program with its annual implementation and evaluation.

2. The Department could participate or contract far more basic research in library services to aid statewide library development for public libraries and librarianship in general.

3. Greater consolidation of interlibrary cooperation and development of information systems is not very "visible" but can be instrumental in providing better in depth information services to all potential or actual library "users".

This would be accomplished in a program approach by developing more centralized bibliographic control at Frankfort along with more efficient retrieval and delivery systems.

4. A more discriminating selection system for purchasing library materials on the basis of regional needs could be developed with an increase of professional staff in the acquisitions department. This would mean some basic research to determine what the needs are for various regions in the state.

VI. PRIORITIES GROUP - This group of working strategies deals with alternatives in meeting Federal and State priorities. Although it is the Department itself which sets state priorities, they do exist, and the basic strategies in meeting these objectives would tend to be developmental in approach to keep in line with statewide library development and maintaining a popular base of support. Federal priorities are more likely to change from year to year, and therefore will tend to be met by program strategies where target groups are the only areas of impact.

A. State Priorities - Because of various factors mentioned in the constraints, it is inevitable that our state priorities will continue to consume the largest part of our budget and staff time. The basic and overriding priority is to give every citizen in Kentucky access to some kind of public library service within about twenty minutes and to continue developing good basic library service throughout the state.

1. The Department should continue its centralized purchasing, processing and distribution of library materials to assure adequate basic collections of materials in all libraries regardless of whether there is professionally trained staff at the local library.

2. The Department should continue its program of state aid to assure a marginal income for all local libraries to build services specially suited to their own local needs.

3. The library demonstration approach to encouraging local county wide service should be continued until all counties in the state have access to public library service.

4. General emphasis on a more standard regionalization (as opposed to the present multi-county federations) may become a significant strategy if it is established as a state priority.

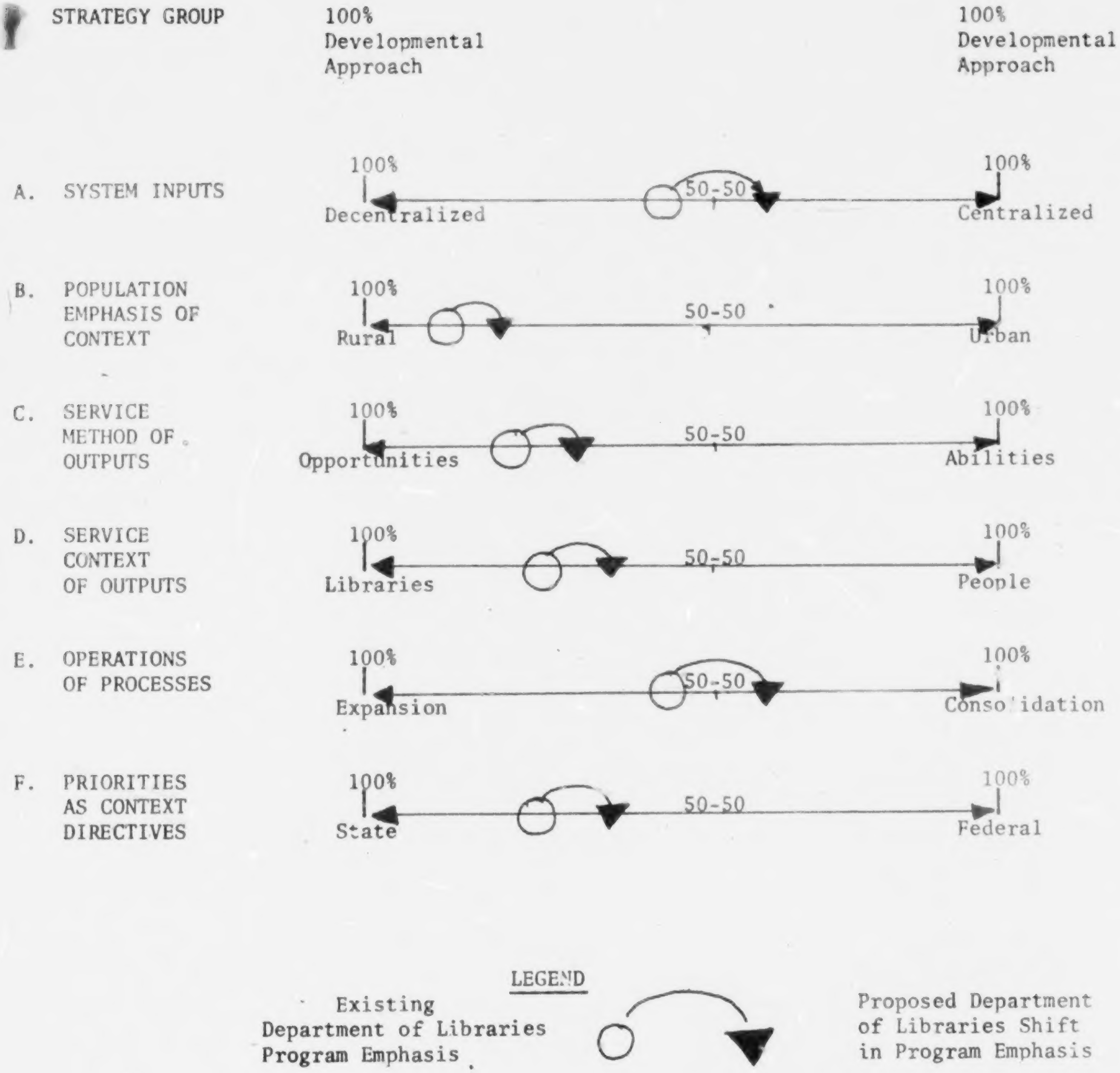
B. Federal Priorities - These strategies will tend to be limited program approaches with the federal intent of "seeding" possibilities of changes in local library services. Budgetary commitments and the changing nature of federal priorities would limit the programs in terms of length and number because our statewide developmental program exercises a great deal of demand upon staff, money and resources. It is not possible to make massive shifts in program approaches without seriously affecting the statewide developmental program.

1. The majority of programs aimed at meeting Federal priorities will be special programs for special user or patron groups with definite program objectives. These programs will be carried out in cooperation with local library agencies, but the majority of inputs will come from the state agency.

2. All present statutory federal special programs (service to institutions, service to blind and physically handicapped, and interlibrary cooperation) will continue to be developed for the special interest groups and related to the statewide library development programs where applicable.

3. Planning and research will most likely yield information of use to federal priority systems in terms of statutory planning requirements, but they will tend to be in a spectrum of state services and could, in some cases, be more directly related to statewide development.

GRAPH # 12: Five Year Shift in Working Strategies



PLANNING MODEL # 1

Phase VII: Operational Objectives

The purpose of the Planning Model # 1 is to articulate the structure of the Department of Libraries. A major part of this articulation process is the translation of the ideals into practical program elements called Operational Objectives.

As the summation of process evaluation, Operational Objectives are formulated after consideration of goals, broad objectives, limitations, constraints and strategies. Operational Objectives are the major categories of services and activities for which a concrete degtee of attainment can be assigned and, in most cases, quantitatively measured. Operational Objectives have been chosen because they are useful conceptual categories rather than any similarity of size of funds or administrative level of supervision. Funding expenditures for individual programs will be summarized by the major Operational Objective addressed by that program. Each Operational Objective contributes to more than one Goal and Broad Objective. The amount of money spent will also be summarized by the Goal and Broad Objecitve primarily addressed by an Operational Objective. An outline of this summation process is shown on the following page in Table no. 13.

In each case, only one goal, broad objective and program is assigned as a primary contributor with several secondary relationships listed separately.

TABLE #13: OPERATIONAL OBJECTIVES

Operational Objective	GOAL		BROAD OBJECTIVES		PROGRAMS		FY73 Budget	FY73 % of budget
	Primary	Secondary	Primary	Secondary	Primary	Secondary		
							2,617,083.00	100.0%
1. Information Transactions and Referrals	II	I, IV, V	2B	1B, 3B, 2C, 4A	1, 2, 5, 7, 25, 110	10, 19, 6, 15, 21	293,196	11.2
2. Subject Bibliography Services	II	III	2A	2A, 3B	19, 34	7	5,850	0.2
3. Selective Dissemination of Information Service	II	I, III	2A	1C, 3B	20, 21	1, 7	0	0.0
4. Bibliographic Control	I	II	1B	2A, 2B	6, 71	7, 13	47,250	1.8
5. Special User Group Services	IV	II, I , V	4A	1B, 2B, 1C, 2C, 2D, 5A, 5B, 1A	29, 31, 35, 47, 48, 51, 84	17, 18, 19, 30, 34, 55, 60, 72, 96, 110 121	178,209	6.8
6. Special Information Displays	II	III	2A	3A, 4B	39	128, 110	500	0.1
7. Basic Library Programs	II	I, III, IV, V	2C	1C, 1B, 5A, 5B, 2D, 4A, 4B, 2A, 3B	41, 46, 60	17, 45, 55	87,581	3.3

Operational Objective	GOAL		BROAD OBJECTIVES		PROGRAMS		FY73 Budget	FY73 % of budget
	Primary	Secondary	Primary	Secondary	Primary	Secondary		
8. Library Use Skills	I	II	1B	1A	56	76, 39	1,000	0.1
9. General Selection of Materials	III	I, II, IV, V	3B	3A, 1B, 2B, 4B, 5A, 5B	33, 72	5, 29, 65, 128	29,000	1.1
10. Organization of Information Materials	I	II, III, V	1B	2B, 3A, 5A	70	29, 65, 66	600	0.1
11. Purchase and Processing of Information Materials	I	II, III	1B	1A, 2C, 2D, 3B	30, 65, 74	2, 31, 39 49, 52, 73, 125, 128	308,117	11.7
12. Physical Facilities	I	II, IV	1B	4A, 4B, 2D	75, 76,77 79, 130	38, 125	372,485	14.2
13. Bookmobiles	I	II	1B	2D	82, 83	84, 98, 121, 125	116,000	4.4
14. User Accessibility	I	II, IV	1B	1C, 2B, 2A	12, 13, 14, 15, 87, 109	1, 6, 20, 29, 35, 71, 83	46,875	1.8
15. Interagency Resources	II	I	2B	1B, 2A, 3A, 4A	10, 45, 93	1,4, 15, 20, 25, 50, 60, 74, 95	39,000	1.5
16. Regional Development	I	II	1C	1A, 1B 2D, 5B	66, 73, 81, 95, 96, 97	6, 15, 25, 29, 65, 46 72, 76, 77 79, 105	602,029	23.0

Operational Objective	GOAL		BROAD OBJECTIVES		PROGRAMS		FY73 Budget	FY73 % of budget
	Primary	Secondary	Primary	Secondary	Primary	Secondary		
17. Personnel Development	I	III	1A	1C, 3A, 3B	55, 98, 99, 118	97	112,000	4.3
18. Planning and Evaluation	I	II	1B	1A	101	25, 29, 72, 79 123	40,000	1.5
19. Promotion and Popular Support	I	III, IV	1C	1A. 3A, 4A	106, 112	14, 31, 29, 73, 76, 77, 112	104,500	4.0
20. State Aid Support	I	II, III	1B	2A, 3A	121	106	STATE FUNDS ONLY	
21. Fiscal Responsibility	I	II	1B	1C, 1A	123, 131	101	175,691	6.7
22. Environmental Responsibility	IV	V	4B	5A, 5B	125, 128	39	57,200	2.2

OPERATIONAL OBJECTIVES

(See Table #13 for all Operational Objectives)

1. "Information Transactions and Referrals",

   : To increase the number of successfully completed information transactions by 16% per year.

This operational objective is an attempt to expand the number and quality of information services offered by the Department of Libraries. It encompasses reference services, material lending, and subject expert referral files. It involves increasing collections in Frankfort, [illegible] staff assignments, depth of reference transactions, use of other resource collections and a full development of multi-media resources.

MEASURES OF ACHIEVEMENT

1. Increase in number of transactions: loans, reference, referrals, assistance, interagency requests.
2. Increase in number of resources accessible by a useable system: materials, subject experts, other collections, bibliographic tools.
3. Increase in percent of successfully completed information transactions.
4. Increase in number of referral experts on file.
5. Increase in number of people making information requests.
6. Increase in number of resources used in response to a subject request.
7. Increase in number of information requests via communications media.

PRIMARY PROGRAMS

1, 2, 5, 7, 25, 110

INPUTS

1973 = $293,196.00 = 11.2% of total budget.

MILESTONE DECISIONS

1. Facility Space provided by a new building
2. Interagency needs defined and commitment made to serving other state agencies.
3. Development of referral files.
4. Development of bibliographic control systems.

5 YEAR PROJECTIONS

Operational Objective #1 should achieve a level of service where the completion time for an information transaction is a maximum of 20 minutes. To accomplish this, our reference collection will require a new facility for housing twice the present staff and approximately 400,000 volumes. Interlibrary loans should increase to from about 15,000 per year to about 30,000 to 35,000 requests in 5 years.

Excluding the 2,500,000.00 facility, the Department of Libraries budget should contain $700,000.00 for this objective by 1977. The relative percent of Operational Objective #1 would be 11.9% of the total budget of $5,875,000.00. Currently, with an anticipated budget of $3,680,000.00, the percentage for Operational Objective #1 will be 13.0% in 1977.

2. "Subject Bibliography Services",

: To increase the subject bibliography services from 2 to 6 per year.

This operational objective is attempting to develop a basic service of informing the public as well as special interest groups such as other state agencies or special target groups of current information that is available. It is a way of dealing with immediate social priorities as well as building Departmental and local information resources. Updating of existing bibliographies is included as is the research and necessary printing to compile and distribute subject bibliographies.

MEASURES OF ACHIEVEMENT

8. Increase in number of Department of Libraries produced subject bibliographies.
9. Number of Department of Libraries subject bibliographies updated.
10. Average number of resources listed in each bibliography.

PRIMARY PROGRAMS

19, 34

INPUTS

1973 = $5,850.00 = 0.2% of total budget.

MILESTONE DECISIONS

1. Reassignment of reference staff functions.

5 YEAR PROJECTIONS

Operational Objective #2 should continue to provide special bibliographies to support current social themes and special user group projects. The current percent of 0.2% should remain the same by 1977 for the anticipated $3,680,000.00 budget and for an optimal $5,875,000.00 budget.

3. "Selective Dissemination of Information"

: To develop and implement a Selective Dissemination of Information Service at the rate of 2 target agencies or special interest groups per year.

This Operational Objective is inclusive of the research experimentation negotiations and information resources such as special interest periodicals needed to develop a routing and personal interest profile system as a regular service component for the Department.

This program will provide a specialized service to one target population and one non-library agency the first year of implementation. Part of the benefit of the system will be in developing routing techniques, interagency cooperation and key-word-in-context techniques.

MEASURES OF ACHIEVEMENT

11. Number of people served.
12. Number of relevant sources routed to participants.
13. Number personal or agency interest profiles created.

PRIMARY PROGRAMS

20, 21

INPUTS

1973 = $0.00 = 0% of total budget.

MILESTONE DECISIONS

1. Commitment of funds for implementation.
2. Participating target groups.

5 YEAR PROJECTIONS

This objective, although currently not funded, will require an annual input of about $10,000.00 by 1977 or 0.1% of the expected budget and 0.2% of a optimal budget. We have included it as an Operational Objective to keep visible a new direction for services in the future.

4. "Bibliographic Control"

: To extend bibliographic accessibility from Department of Libraries to all major Kentucky resource collections and 2 national collections in four years.

It is the intent of this operational objective to relate by bibliographic tools such as union lists, catalogs of collection holdings, recording of local library special collections and participation in selected national bibliographic control systems such as ERIC, all major information resources in Kentucky. Accessibility will be provided to Department of Libraries reference staff and through them to any librarian in Kentucky. Included in this operational objective are the necessary staff time, research, microform materials and processing and distribution costs.

MEASURES OF ACHIEVEMENT

14. Number of resources accessible through bibliographic control systems.
15. Increase in the number of collections made accessible.
16. Increase in the use of bibliographic control systems in successfully completing information transactions.

PRIMARY PROGRAMS

6, 71

INPUTS

1973 = $47,250.00 = 1.8% of total budget.

MILESTONE DECISIONS

1. Interagency agreement for filming collections.

5 YEAR PROJECTIONS

At our anticipated level of growth, bibliographic control is anticipated to increase as new national, regional and state systems emerge. Our major concerns for the next 5 years are the resources within Kentucky. 100,000.00 per year is needed, 1.7% of the total optimal budget, by 1977. We will attempt to link the major state resources together through union lists and interagency staff coordination by 1977.

5. "Special User Groups"

: To increase the quality of library services and the number of people in special user groups that are receiving library services by 100% in two years and 25% per year for the next 3 years.

This operational objective is intended to emphasize the needs of special target groups such as poor and disadvantaged people in high concentrations, blind and physically handicapped, inmates of state institutions, the elderly, shut-ins and home bound, rural poor, and special urban neighborhood groups. The unifying concept involved here is a special series of impacts designed for a special user group. This objective involves the research on, experimentation with, and demonstration of service concepts for special users. New information needs and behavior patterns must be further integrated into the total library program. The criteria and standards for service are listed in Appendix A.

MEASURES OF ACHIEVEMENT

17. Increase in number of people in special target groups that are receiving library services.
18. Increase in the amount of funds being used to study, define, and research special user group needs.
19. Degree of achieving current service standards for blind and physically handicapped and inmates of state institutions.
20. Increase in number of personal interest profiles user for informational material routing.

21. Development of information needs research.

22. Increase in the number of resources being purchased for use by these special target groups.

23. Increase in number of special target group programs being held through local public library agencies.

24. Increase in number of staff in local agencies assigned to programs for special target groups.

25. Increase in the use of special delivery systems to bring special target group participants the needed informational material.

PRIMARY PROGRAMS

29, 31, 35, 47, 48, 51, 84

INPUTS

1973 = $178,209.00 = 6.8% of total budget.

MILESTONE DECISIONS

1. Development of program designs.
2. Feedback from current programs.
3. Commitment to integrate into existing programs.

5 YEAR PROJECTIONS

This operational objective will be one of the major areas of expansion in the next 5 years through re-orienting many existing programs toward special target groups and through the initiation of several new programs in urban and rural areas. The current amount budgeted, $178,209.00 should be increased to $400,000.00 by 1977 if an optimal budget was funded.

This would keep the current percent of total budget at 6.8% but there would be a tremendous increase of money put into special programs for economically deprived target groups. This operational objective will increase as special user group programs are started. Pilot programs with rural isolated, Appalachian areas, and urban area neighborhood resource centers will be initiated in the next five years. If the services can be reimbursed through the Economic Security Department, these will be in addition to the funding levels in this document.

6. "Special Information Displays"

: To integrate special information display packages into Department of Libraries basic distribution services for general distribution at the rate of 2 displays per year for 2 years and 6 per year for the next 3 years.

It is the intent of this objective to research, pruchase, assemble and distribute special display information packages on current social, environmental and political issues. These displays may be assembled from several informational media. They will be distributed as a part of the distribution of basic collections.

MEASURES OF ACHIEVEMENT

26. Increase in number of special information displays designed and assembled.
27. Number of information display packages distributed.
28. Increase in resource requests from these informational displays.

PRIMARY PROGRAMS

39

INPUTS

1973 = $500.00 = 0.1% of total budget.

MILESTONE DECISIONS

1. Commitment to program.
2. Basic bibliographic research to assemble and update displays.

5 YEAR PROJECTIONS

This small operational objective has been kept separate to focus attention on the potential of information displays involving several media. We will keep this objective at the same 0.1% of total funds pending an increase in staff and space although the amount of money needed to meet the needs should be $4,000.00 per year in an optimal 1977 budget. The materials in several media would be purchased and processed as a part of operational objectives #1 and #11.

7. "Basic Library Programs"

: To increase the number of basic library programs in local public libraries by consultative and administrative assistance at the rate of 10% per year for 5 years.

It is the intent of this objective to use the Regional Staff and Administrative Staff from the Department of Libraries to foster the use of local library staff, facilities, and resources for library programs in the fine arts, theater and speaking arts, community meetings, discussion groups, reading groups, story hour programs, film showings and displays. The programs under this objective are related by the type of information and its delivery rather than by any special target group. The role for the Department is limited currently to assistance and program suggestion. This will be expanded to include communication of many program designs to local librarians, design or programs and back-up assistance in the form of materials and publicity

MEASURES OF ACHIEVEMENT

29. Increase in number of basic library programs throughout the state.

30. Increase in percent of regional staff time spent in assisting local library agencies.

31. Increase in attendance at basic library programs statewide.

32. Increase in amount of assistance from administrative staff in Frankfort.

PRIMARY PROGRAMS

41, 46, 60

INPUTS

1973 = $87,581.00 = 3.3% of total budget.

MILESTONE DECISIONS

1. Administrative staff assignment from Frankfort for program design.

5 YEAR PROJECTIONS

Basic library program assistance is intended to maintain involvement of the regional staff of the Department of Libraries in assistance to local public libraries. It will be maintained at approximately the same funding level although the percent of total budget will decrease from 3.3% to 1.1% of our anticipated budget or 0.9% of an optimal budget.

8. "Library Use Skills"

: To increase the number of basic library skill programs offered in local library agencies to 1 per month per agency by 1975.

This operational objective is attempting to improve the accessibility of people to information by improving their own familiarity with the system of organization of that information. The initial efforts are to be carried out at the local library agency level with the assistance of Regional Staff. Basic skills such as use of card catalog, location of materials and knowledge of the types of services offered should form the program core.

MEASURES OF ACHIEVEMENT

33. Number of basic library skill programs offered statewide.
34. Percent of regional staff time spent in assisting with programs.
35. Increase in awareness of basic services and basic library skills for program participants.
36. Change in users patterns of requesting materials due to development of basic library skills.

PRIMARY PROGRAMS

56

INPUTS

1973 = $1,000.00 = 0.1% of total budget.

MILESTONE DECISIONS

1. Reassignment of Regional Staff functional role.

5 YEAR PROJECTIONS

This objective will increase in dollar amount rather than in percent of total budget to incorporate it into a librarian workshop component. By 1977 the amount should be $10,000.00 or 0.2% of an optimal budget.

9. "General Selection of Materials"

: To maintain a high quality of material selection while increasing the number of special target group selection criteria to include more socio-economic and educational factors in selecting materials for general distribution.

This operational objective is intended to reinforce the current selection process with two or more studies on special target group needs and developing a new set of selection criteria. It encompasses an increase in the staff responsible for material selection including the acquisition of materials and the review and display of new library materials.

MEASURES OF ACHIEVEMENT

37. Completion of written selection policy including criteria for group designation.
38. Increase in the number of materials selected for special target group use.

PRIMARY PROGRAMS

33, 72

INPUTS

1973 = $29,000.00 = 1.1% of total budget.

MILESTONE DECISIONS

1. Assignment of new staff position.
2. Completion of selection policy study on socio-economic factors for user groups.

5 YEAR PROJECTIONS

This objective will require more than twice its current level of funding to integrate the new selection skills required by special target group programs into our on going selection process. In an optimal budget, $80,000.00 or 1.4% of the total should be spent to meet this objective.

10. "Organization of Information Materials"

To increase the number of agencies receiving assistance in cataloging to 7 per year by 1973 and 10 per year by 1975.

This operational objective is intended to include all costs related to providing other state agencies with cataloging and organization of their information materials as a library service. It should be coordinated with Operational Objectives #3 and #15. It also includes the small amount of original cataloging done for general distribution books for the Department of Libraries.

MEASURES OF ACHIEVEMENT

39. Number of agencies receiving cataloging assistance.

PRIMARY PROGRAMS

70

INPUTS

1973 = $600.00 = 0.1% of total budget.

MILESTONE DECISIONS

1. Interagency agreements.

5 YEAR PROJECTIONS

Our current small program of assisting other agencies with the organization of their informational materials should be tremendously increased from $600.00 currently or 0.1% of our total budget to 1.7% or $100,000.00 out of an optimal budget by 1977. This will depend on the provision of new facilities for processing materials and the increase of cooperative arrangements with other state agencies such as community colleges and departments of state government. Secondly, developing special collections for special target groups will account for two-thirds of this optimal budget figure.

11. "Purchase and Processing of Information Materials"

: To purchase, process, and distribute 200,000 books per year to all libraries participating in the regional system as well as processing of materials for Department of Libraries and other state agencies under operational objective #10.

This objective includes all costs of materials purchased, cataloged, card duplication, jacksts, packing, shipping and distribution to participating libraries.

MEASURES OF ACHIEVEMENT

40. Number of books and other information materials purchased.

41. Number of books and other informational materials processed and distributed.

42. Decrease in amount of processing costs per item processed.

PRIMARY PROGRAMS

30, 65, 74

INPUTS

1973 = $308,117.00 = 11.7% of total budget.

MILESTONE DECISIONS

1. Number of materials to be purchased as decided at beginning of fiscal year. (Number of collections.)
2. Automation of several of processing procedures.
3. New distribution criteria acceptance.

5 YEAR PROJECTIONS

This objective is currently projected for 1973 to receive only 11.7% of the total budget since the severe budget cuts are absorbed here. Of an anticipated budget in 1977, the purchase of materials will remin stable at 12.0% of the total. To meet the needs of supporting developmental programs, 1,400,000.00 or 23.8% of an optimal budget should be included in 1977 annual budget.

12. "Physical Facilities"

: To fulfill the requests for adequate library facilities on file with the Construction Office.

This operational objective encompasses the construction and remodeling of library buildings based on the basic policies and procedures found in Appendix A. Also included are consultative and design services for equipment and furnishings for libraries in Kentucky, studies of location and design problems and the facility needs of about 70,000 square feet for the Department of Libraries. The funding levels do not include the monies for a new State Library building at Frankfort.

MEASURES OF ACHIEVEMENT

43. Number of requests versus number of projects.
44. Total square feet of building.
45. Acceptance of funding request for new state library.
46. Decrease in number of unfulfilled construction requests.
47. Total amount of construction projects begun during each year.

PRIMARY PROGRAMS

75, 76, 77, 79, 130

INPUTS

1973 = $372,485.00 = 14.2% of total budget.
This figure does not include the new facility for the Department if funded during 1973.

MILESTONE DECISIONS

1. Inclusion of Title II funds for LSCA in the coming fiscal authorization.
2. Acceptance and funding of current plans for new state library complex at Frankfort.
3. Increase in biennium appropriation for state amortization funds in 1974.

5 YEAR PROJECTIONS

The current FY73 construction program will be entirely state supported. To meet our future needs approximately $2,500,000.00 must be spent to provide a new facility for the Department of Libraries. This would not be a part of our annual budget and is therefore not reflected in any annual totals. Construction projects in the 120 counties will require an additional $350,000.00 per year to meet the requests for funds by 1977, in addition to the current level of $327,485.00 in state funds. Thus an annual budget of about $700,000.00 or 11.9% of an optimal 1977 budget is required. Of the smaller budget that is anticipated, construction funds provided primarily by the state will remain stable at 13.5% of the total budget by 1977.

13. "Bookmobiles"

: To maintain bookmobile services to all citizens of the state through replacement of existing at the rate of 5 per year, a maintenance grant program of $20,000.00 per year, and to expand bookmobile service to include all new counties offering county wide library service at the rate of 1 new bookmobile per year.

This operational objective encompasses the study and redesign of bookmobile services, purchase of new bookmobiles, maintenance of badly worn and old bookmobiles, consultation in the design of bookmobile routes and programs and an emphasis of bookmobile service oriented to service special target groups with poor accessibility to existing library facilities.

MEASURES OF ACHIEVEMENT

48. Number of bookmobiles purchased and repaired
49. Number of bookmobile programs
50. Increase of bookmobile service to special target groups
51. Increase in circulation and information requests from bookmobile users.

PRIMARY PROGRAMS

82, 83

INPUTS

1973 = $116,000.00 = 4.4% of total budget.

MILESTONE DECISIONS

1. Assignment of staff responsibility for bookmobiles.
2. Increase in funds used for bookmobile purchase.

5 YEAR PROJECTIONS

Our needs are for 13 new bookmobiles per year based on a replacement life of 11 years per bookmobile. An optimal budget figure of $250,000.00 by 1977 would provide this replacement cost. Our anticipated level for 1977 however is about 6 bookmobiles per year.

14. "User Accessibility"

: To improve the accessibility of people to information and library services.

This operational objective encompasses all efforts to develop communications systems for information transactions. Also, included at a design level, are programs to improve transportation to the local library facility. The primary programs are to increase the TWX system and promote its usage in the reference process. Telecopy transmission of materials, mail order delivery, and the possible use of remote terminals for information retrieval are studies incorporated in this objective. Our present system of In-Watts lines is also included as well as efforts to develop a statewide borrowers card and to reproduce existing collections on microfilm.

MEASURES OF ACHIEVEMENT

52. Increase in number of TWX machines.
53. Completion of studies on electronic duplication and transmission of materials.
54. Increase in use of network system.
55. Increase in staff time spent in promotion of network concept and useage.

PRIMARY PROGRAMS

12, 13, 14, 15, 87, 109

INPUTS

1973 = $46,875.00 = 1.8% of total budget.

MILESTONE DECISIONS

1. Mail order and delivery system.
2. Hiring of Title III director.

5 YEAR PROJECTIONS

The amount of funds for increasing user accessibility to existing information systems will increase from its current level of 1.8% to 3.4% in our anticipated budget for 1977. In an optimal budget, the percent would remain the same although the dollar amount would be 5 times as large at $200,000.00. This increase will be primarily in increases in Title III funds if provided.

15. "Interagency Resources"

: To increase at 10% per year the mutual exchange of services with other state and local agencies in the process of providing library services to special target groups, in the area of bibliographic control, network development and information transactions and referrals.

This operational objective is attempting to improve library services through the utilization of other agency skills and resources. It involves the development of interlibrary cooperation, use of social service agencies for services to target populations, services to other institutions and the large number of other agencies from whom information and materials are borrowed. The primary costs are in library to library contracts and service contacts and in the multi-agency approach to service to special target groups.

MEASURES OF ACHIEVEMENT

56. Use of other agencies in the four areas mentioned in Operational Objective #15.
57. Assignment of increased administrative staff time to work with other agencies, local, state and federal.
58. Increase in the number of other agencies involved in the mutual exchange of library services.
59. Increase in the number of other agency staff members directly involved in library services.

PRIMARY PROGRAMS

10, 45, 93

INPUTS

1973 = $39,000.00 = 1.5% of total budget.

MILESTONE DECISIONS

1. Assignment of staff position to develop interagency contacts.

5 YEAR PROJECTIONS

The use of interagency staff and resources will increase from 1.5% to 2.2% of our anticipated 1977 budget. To meet the needs of increasing accessibility, bibliographic control and special user group programs, the amount should triple to $100,000.00 in an optimal 1977 annual budget.

16. "Regional Development"

: To increase the awareness of library services and information needs.

This operational objective encompasses the major elements of the role of the regional staff. Other operational objectives take care of developing the basic library services, materials, and facilities. Some regional staff time is involved in several of the other operational objectives. Once the elements of basic service have been provided, however, what remains is the task of making people aware of what services exist, how to use them, what their own information needs may be and how to meet them. Secondly, the regional role is to assist in making local libraries and other local and regional agencies aware of existing library services and the information needs of the people in the city, county or region.

Specific elements of this operational objective concern all types of demonstration programs, assistance in planning and putting on special user group programs and basic library programs, promotion and publicity, communication between libraries, developing a role for libraries with ADD's districts, locating and coordinating local library special collections and subject experts, and providing assistance to local librarians.

MEASURES OF ACHIEVEMENT

60. Development of regional selection policy for coordinating local libraries' areas of strength.

61. Increase in citizen awareness of existing library services through regional promotion and publicity.

62. Increase in local non-library agency awareness of existing library services determined by agency interviews.

63. Increase in publicity for existing library services and programs.

64. Development of regional collection strength and special collection catalog.

65. Increase in the number of libraries and basic library services created by demonstration projects.

66. Increase in attendance and participation in local library basic library programs and special target group programs.

67. Increase in cooperation with Area Development District Councils to develop regional library role.

PRIMARY PROGRAMS

66, 73, 81, 95, 96

INPUTS

1973 = $602,029.00 = 23.0% of total budget.

MILESTONE DECISIONS

1. Commitments to demonstrations programs.
2. Development of special target group projects.
3. Development of regional selection policy study and format for regional special collections survey.

5 YEAR PROJECTIONS

Regional development will continue at a stable level. In an optimal 1977 annual budget, $800,000.00 should be spent in developing the regional system or 13.6%. Our anticipated budget for 1977 will include 19.6% for regional development which represents about the same funding level as in the current budget, $602,029.00.

17. "Personnel Development"

: To increase the number of educational opportunities available for librarians and library staff by 10% per year for three years.

This operational objective is intended to encompass the training workshops for public librarians throughout the state as well as formal education classes for Departmental staff. It is intended to improve the quality of education of librarians by training, educational courses, recruitment of new librarians, development of clerical and technical staff, improving the salaries of librarians, staff participation in professional organizations, and scholarship programs.

MEASURES OF ACHIEVEMENT

68. Increase in number of workshops, training programs and formal courses offered to local librarians and regional staff.
69. Increase in the number of participants in the educational and training opportunities.
70. Increase in the number of scholarships available.
71. Increase in the number of salary supplement grants.
72. Increase in statewide average of professional librarians salaries paid.
73. Increase in the number of librarians recruited from outside Kentucky.

PRIMARY PROGRAMS

55, 98, 99, 118

INPUTS

1973 = $112,000.00 or 4.3% of total budget.

MILESTONE DECISIONS

1. Number of salary supplements and scholarships appropriated.
2. Commitment of workshop program.

5 YEAR PROJECTIONS

Personnel development will remain at its current level in both our anticipated budget and in an optimal budget. The percent of total budget will decrease from 4.3% to 3.7% for 1977.

18. "Planning and Evaluation"

: To develop a planning and evaluation function within the Department in a staff relationship to the State Librarian by 1973; to develop, through this planning and evaluation division, basic planning model components and cost-benefit data by 1975.

This operational objective is intended to accomplish in the next four year the planning and evaluation capabilities described in the foreword to this document as Stage I and Stage II. Included in this objective are studies, research projects, feasibility studies on program alternatives suggested throughout this Five Year Program. Basic research on impacts of library services are not included nor can a full scale on-going planning and evaluation program be attained until at least 1976 and until approximately 10% of the budget is expended. Funding from outside the Department of Libraries will need to be expended to accomplish most of the basic research tasks needed for planning and evaluation.

MEASURES OF ACHIEVEMENT

74. Approval of funding and staff positions for initial planning and evaluation staff.
75. Completion of 5 year program.
76. Completion of basic achievement indicators information system descrived in Phase 10 of this document.
77. Evaluation of FY73 programs and operational objectives for 1973 annual report.

PRIMARY PROGRAMS

101

INPUTS

1973 = $40,000.00 = 1.5% of total budget.

MILESTONE DECISIONS

1. Approval of funds and staff positions for Stage I and Stage II.
2. Implementation of report and program achievement indicators information system.

5 YEAR PROJECTIONS

Although this operational objective will increase from the 1973 level of $40,000.00 to $140,000.00 in 1977, the optimal level should be double this amount or $300,000.00 by 1977. This optimal percent of 5.1% is only one-half of the recommended level of about 10% of the total budget. However, it would be an inefficient use of funds to commit 10% of the budget to planning and evaluation by 1977.

19. "Promotion and Popular Support"

: To increase the popular support of the Department of Libraries and public library services throughout Kentucky.

This operational objective encompasses increased efforts to inform the public through publicity and promotional activities of the services offered by the Department of Libraries and to gain support for these services through formation of new Friends of the Library groups and active liaison in the existing Friends groups. This objective also includes the publication of the State Journal, an active program of attempting to increase the local level of financial support for local public libraries, and the advisory councils for the Department.

MEASURES OF ACHIEVEMENT

78. Increase in the number of promotional and publicity communications.

79. Increase in the number of Friends of the Library groups through Kentucky.

80. Regular publication and distribution of the State Journal.

81. Increase in the financial support for public library services in Kentucky.

PRIMARY PROGRAMS

106, 112

INPUTS

1973 =$104,500.00 = 4.0% of total budget.

MILESTONE DECISIONS

1. Approval and funding of staff and positions.

5 YEAR PROJECTIONS

The current level of funding for this objective is $104,500.00 for FY73 or 4.0% of the total budget. In our anticipated budget, this level would decrease to 2.7% for 1977 and in an optimal budget for 1977 the level would be $125,000.00 or 2.1%. We feel this would meet the relatively stable expansion of basic county wide library systems at the rate of 3 counties per year.

20. "State Aid Support"

: To maintain the current amount of basic financial aid and support to current member public libraries and new participating counties.

This operational objective is entirely a state supported program encompassing the basic financial support grants for public libraries participating in the regional system and the administration of these funds. These state aid grants (See Appendix A-14) are intended to assist the local library maintain the basic services to the entire county. This operational objective is only mentioned in the plan although no federal funds are involved.

MEASURES OF ACHIEVEMENT

82. Amount of state money spent for state aid grants.

83. Number of counties receiving state aid support.

PRIMARY PROGRAMS

121

INPUTS

STATE FUNDS ONLY

MILESTONE DECISIONS

1. Continuation of funds from state appropriation account.

5 YEAR PROJECTIONS

State Aid Support will continue to increase as the number of counties participating in the regional system increases.

21. "Fiscal Responsibility"

: To maintain fiscal control and accountability.

This operational objective is intended to encompass the programs for the general operation of the Department of Libraries, fiscal control over state and federal funds, development of cost data on programs and accountability through annual reporting to the funding agencies.

MEASURES OF ACHIEVEMENT

84. Submittal of annual reports to state and federal agencies.
85. Design and implementation of a cost accounting system for generating program and project cost data.

PRIMARY PROGRAMS

123, 131

INPUTS

1973 =$175,691.00 or 6.7% of total budget.

MILESTONE DECISIONS

1. Design of cost accounting system

5 YEAR PROJECTIONS

This operational objective will increase at a gradual rate due to increased needs for fiscal and budgetary data. Currently the percent is 6.7% of FY73 budget or $175,691.00, This would increase to $240,000.00 in an anticipated 1977 budget or $250,000.00 in an optimal 1977 budget, 4.2%.

22. "Environmental Responsibility"

: To provide invironmental information to the Department of Libraries and public libraries participating in the regional program.

This operational objective is intended to encompass the purchase and distribution of informational materials relevant to environmental issues as well as providing information through studies about ways in which the Department can become more responsible to the immediate environmental problems of bookmobile exhause emissions and discarded library materials.

MEASURES OF ACHIEVEMENT

86. Increase in the number of environmentally related informational materials purchased and distributed to public libraries.
87. Study and design of bookmobile emission standards.
88. Study, design and implementation of process for recycling discarded library materials.

PRIMARY PROGRAMS

125,128

INPUTS

1973 = $57,200.00 or 2.2%of total budget.

MILESTONE DECISIONS

1. Commitment of funds and staff responsibility.
2. Incorporation of environmental information needs into selection policies and priorities.

5 YEAR PROJECTIONS

Our role in environmental responsibility also includes purchase of materials. In the next 5 years, our needs would triple the current expenditures from $57,200 (FY73) to $130,000.00 (FY77 optimal). Our anticipated budget for 1977 will most likely maintain the same percent of expenditure as is in the FY73 budget, 2.2%, but will increase the level of spending to $80,000.00 in 1977.

TABLE #14: PROGRAM BUDGETING

Operational Objective	FY73 Funding	%	Anticipated FY77* Funding	%	Optimal FY77* Funding	%	Maximum FY77* Funding
1	293,196	11.2	480,000	13.0	700,000	11.9	850,000
2	5,850	0.2	8,000	0.2	16,000	0.3	30,000
3	0	0	4,000	0.1	10,000	0.2	30,000
4	47,250	1.8	80,000	2.2	100,000	1.7	110,000
5	178,209	6.8	324,000	8.8	400,000	6.8	750,000
6	500	0.1	4,000	0.1	4,000	0.1	17,000
7	87,581	3.3	40,000	1.1	50,000	0.9	60,000
8	1,000	0.1	4,000	0.1	10,000	0.2	12,000
[illegible]	29,000	1.1	52,000	1.4	80,000	1.4	85,000
10	600	0.1	4,000	0.1	100,000	1.7	100,000
11	308,117	11.7	440,000	12.0	1,400,000	23.8	2,000,000
12	372,485	14.2	500,000	13.5	700,000	11.9	900,000
13	116,000	4.4	120,000	3.3	250,000	4.3	350,000
14	46,875	1.8	124,000	3.4	200,000	3.4	225,000
15	39,000	1.5	80,000	2.2	100,000	1.7	125,000
16	602,029	23.0	720,000	19.6	800,000	13.6	900,000
17	112,000	4.3	136,000	3.7	150,000	2.5	160,000
18	40,000	1.5	140,000	3.8	300,000	5.1	700,000
19	104,500	4.0	100,000	2.7	125,000	2.1	150,000
20	STATE FUNDS ONLY		STATE FUNDS ONLY		STATE FUNDS ONLY		STATE FUNDS ONLY
21	175,691	6.7	240,000	6.5	250,000	4.2	260,000
22	57,200	2.2	80,000	2.2	130,000	2.2	140,000
Total Budget	2,617,083		3,680,000		5,875,000		7,904,000

*These figures do not include an anticipated new facility for the Department of Libraries at a total cost, if bugun in 1973 of $2,500,000.00. These funds would not be carried as a part of the Department's budget.

As mentioned at the bottom of Table #14 three estimates of funding for 1977 are included, each assuming a relatively stable increase for the coming 5 years.

The anticipated budget figure of $3,680,000.00 per year in 1977 is based on a projected increase of about 5% per year as has been approved by the State Legislature for FY73 and FY74. Although growth is possible, the anticipated budget is barely adequate for current services given the change in money value over the next five years.

The optimal budget figure for FY77 of $5,875,000.00 is projected on the assumptions of increased federal support to match the new service areas recommended by national priorities. It represents meeting the foreseeable library service needs for 1977.

The thrid or maximum budget level for 1977 of $7,904,000.00 is based on the limits of an efficient administration and expenditure of public funds. Meeting a standard of library service for the state of about 2.25 per capita in Department of Libraries funds is roughly correspondent to a broader national standard when local library funds expended are included.

The primary difference in funding levels will depend first on a new facility for the Department of Libraries since we have more than reached the capacity of our present facility, secondly on the appropriate increases in federal funds to support federal priorities, and third, on an increase in the number of positions allocated to the Department of Libraries.

PROCESS EVALUATION SUMMARY

The two major evaluation tools for the working strategies and operational objectives will be budgetary data developed during the next fiscal year (1973) and in the provision of planning and evaluation data concerning the milestone decisions and primary measures for each operational objective.

In both these major areas of planning and evaluation, the linkages between a planning function and fiscal control function are critical. Information will need to be generated in both areas to test this first attempt at management by objectives.

These 22 operational objectives have been selected as the major catagories of program activities because of their usefulness in describing the major activities of the Department. The programs and projects listed in Table #13 as primary programs are given in the following combined sections 8 and 9 of this document. Section 10 should be referred to for a summary of milestone decisions and measures of achievement.

PLANNING MODEL #1

PHASES 8 and 9: Programs and Projects

For the purposes of the long range program, programs and projects are only summarized in this section. The annual program for 1973 should be consulted for a full development of actual programs with the evaluation system for each program as well as the summary of programs into national priorities and L.S.C.A. titles.

The program numbers are composed of a program designation (1-130), a goal designation (I to V), a major objective under the goal of A-D, and the number of the operational objective to which the costs and impacts of the program will be allocated. The following list is a brief summary of the annual program for 1973.

OPERATIONAL OBJECTIVE 1. "Information Transactions and Referrals"

PROGRAMS: FY73 = $293,196.00

1-IIB1: Network Reference Service

2-IIB1: Purchase of General Reference Materials

5-IIB1: Evaluation of Reference Collection

7-IIB1: Information and Loan: Services and Personnel

25-IIB1: Subject Referral Services

110-IIB1: Audio Visual Services

MAJOR FUNDING, LSCA TITLE I
STATE = 002 Account

OPERATIONAL OBJECTIVE 2. "Subject Bibliography Services"

PROGRAMS: FY73 = $5,850.00

19-IIB2: Subject Bibliography Services

34-IIB2: Special User Group Bibliographies

MAJOR FUNDING, LSCA TITLE I
STATE = 002 Account

OPERATIONAL OBJECTIVE 3. "Selective Dissemination of Information"

PROGRAMS: FY73 = Zero Funding

20-IIA3: SDI Design and Development

21-IIA3: SDI Periodical System

MAJOR FUNDING, LSCA TITLE I
STATE = 002 Account

OPERATIONAL OBJECTIVE 4. "Bibliographic Control"

PROGRAMS: FY73 = $47,250.00

6-IB4: Statewide Bibliographic Control

PROJECTS

6-IB4A: D.L. Catalog
6-IB4B: M.A.S.H. (Title III)
Union List of Serials (Title III)
COM (Title III)
Winchell Project (Title III)

7-IIB4: Regional and National Bibliographic Services

7-IIB4A: New York Times Index

MAJOR FUNDING, LSCA TITLES I AND III
STATE = 002 Account

OPERATIONAL OBJECTIVE #5. "Special User Group Services"

PROGRAMS: FY73 = $178,209.00

29-IVA5: Determination of Special User Group Needs.

31-IVA5: Outreach Materials for Special User Groups

35-IVA5: Mail Order Service

47-IVA5: Library Services for State Institutions

48-IVA5: Grant Application Program for Local Public Libraries

51-IVA5: Library Services for the Blind and Physically Handicapped

84-IVA5: Special Services for the Disadvantaged

84-IVA5A: Covington Project
84-IVA5B: Lexington Project
84-IVA5C: Paducah Project
84-IVA5D: Leslie County Project
84-IVA5E: Morehead Project

MAJOR FUNDING, LSCA TITLE I
STATE = 003 Account
STATE = 004 Account
STATE = 008 Account

OPERATIONAL OBJECTIVE #6. "Special Information Displays"

PROGRAMS: FY73 = $500.00

39-IIA6: Special Information Display Package

MAJOR FUNDING, LSCA TITLE I
STATE = 003 Account

OPERATIONAL OBJECTIVE #7. "Basic Library Programs"

PROGRAMS: FY73 = $87,581.00

4-IIC7: Promoting of Library Discussion Groups and Reading Related Programs

46-IIC7: Special Assistance to Local Libraries for Story Hour Programs

60-IIC7: Special User Group Programs

MAJOR FUNDING, LSCA TITLE I
STATE = 003 Account

OPERATIONAL OBJECTIVE #8. "Library Use Skills"

PROGRAMS: FY73 = $1,000.00

56-IB8: Design Programs for Library Use Skills

MAJOR FUNDING, LSCA TITLE I
STATE = 003 Account

OPERATIONAL OBJECTIVE #9. "General Selection of Materials"

PROGRAMS: FY73 = $29,000.00

33-IIIB9: Selection of Materials

72-IIIB9: Regional Selection Policy Study

MAJOR FUNDING, LSCA TITLE I
STATE = 002 Account

OPERATIONAL OBJECTIVE #10. "Organization of Information Materials"

PROGRAMS: FY73 = $600.00

70-IB10: Organization of State Agency Resources

MAJOR FUNDING, LSCA TITLE I
STATE = 002 Account

OPERATIONAL OBJECTIVE #11. "Purchase and Processing of General Informational Materials"

PROGRAMS: FY73 = $308,117.00

30-IB11: Special User Group Materials Selection

65-IB11: Purchase and Processing of General Library Reading Materials

74-IB11: Expansion of Processing Services

MAJOR FUNDING, LSCA TITLE I
STATE = 002 Account
STATE = 003 Account

OPERATIONAL OBJECTIVE #12. "Physical Facilities"

PROGRAMS: FY73 = $372,485.00

75-IB12: Central Facility: Any funds allocated are not a part of Department of Libraries annual budget.

76-IB12: County Library Construction: All funds currently from State Appropriations account 005.

77-IB12: County Library Construction: Federal Funds not currently appropriated.

Operational Objective #12, continued.

79-IV12: Library Facilities Study

130-IB12: General Building Maintenance - Department of Libraries
(State Funds Only)

MAJOR FUNDING, LSCA TITLE II (if funded) for 1973.
LSCA TITLE I (Administrative costs)
STATE = 002 Account
STATE = 005 Account (Federal) if funded.
STATE = 013 Account (State)

OPERATIONAL OBJECTIVE #13. "Bookmobiles"

PROGRAMS: FY73 = $116,000.00

82-IB13: Bookmobiles - Restoration and Repair

83-IB13: Bookmobiles - Purchase

MAJOR FUNDING, LSCA TITLE I
STATE = 003 Account

OPERATIONAL OBJECTIVE #14. "User Accessibility"

PROGRAMS: FY73 = $46,875.00

12-IB14: TWX Terminals and Credit Card Privilege

13-IB14: Visual Plus Voice Communication in Reference Service.

14-IB14: Training and Promoting Use of Network

Operational Objective #14, continued.

15-IB14: Expediting Network Usage

15-IB14A: University of Kentucky Project
15-IB14B: University of Louisville Project

87-IB14: Study - Improving Transportation to Libraries

109-IB14: Statewide Borrower's Card.

MAJOR FUNDING, LSCA TITLE III
LSCA TITLE I (Administrative)
STATE = 006 Account

OPERATIONAL OBJECTIVE #15. "Interagency resources"

PROGRAMS: FY73 = $39,000.00

10-IIB15: Greater Information Access Among State Agencies.

45-IIB15: Use of Television Media for Library Services.

93-IIB15: Use of Other Agency Staff and Resources for Special User Group Programs.

MAJOR FUNDING, LSCA TITLE I
STATE = 002 Account
STATE = 003 Account
STATE = 004 Account

OPERATIONAL OBJECTIVE #16. "Regional Development"

PROGRAMS: FY73 = $602,029.00

664C16: Developing Local Collections.

734C16: Regional Staff Operating Costs

814C16: Demonstration Library Projects.

954C16: Cooperation with Area Development Districts.
961C16: Promotion and Publicity
974C16: Special User Group Programs - Regional Role.

MAJOR FUNDING, LSCA TITLE I
STATE = 003 Account

OPERATIONAL OBJECTIVE #17. "Personnel Development"

PROGRAMS: FY73 = $112,000.00

554A17: Librarian training.

984A17: Improving local library staff salaries

994A17: Recruiting New Librarians

1184A17: Department of Libraries staff training.

MAJOR FUNDING, LSCA TITLE I
STATE = 002 Account
STATE = 003 Account

OPERATIONAL OBJECTIVE #18. "Planning and Evaluation"

PROGRAMS: FY73 = $40,000.00

101MB18: Research, Planning and Evaluation Division

MAJOR FUNDING, LSCA TITLE I
STATE = 002 Account

OPERATIONAL OBJECTIVE #19. "Promotion and Popular Support"

PROGRAMS: FY73 = $104,500.00

106MC19: Popular Support

112MC19: Statewide Promotion

MAJOR FUNDING, LSCA TITLE I
STATE = 002 Account
STATE = 003 Account

OPERATIONAL OBJECTIVE #20. "State Aid Support"

FY73 = STATE FUNDS ONLY

OPERATIONAL OBJECTIVE #21. "Fiscal Responsibility"

PROGRAMS: FY73 = $175,691.00

123MB21: Maintain Budgetary Control and Fiscal Responsibility

133MB21: General Operations for Central Agency

MAJOR FUNDING, LSCA TITLE I
STATE = 002 Account

OPERATIONAL OBJECTIVE #22. "Environmental Responsibility"

PROGRAMS: FY73 = $57,200.00

125-IVB22: Environmental Standards.

128-IVB22: Environmental Materials.

MAJOR FUNDING, LSCA TITLE I
STATE = 002 Account
STATE = 003 Account

PLANNING MODEL #1

PHASE #10: PLANNING AND EVALUATION MEASURES

EXISTING MEASURES

There are four categories of measures that are currently being used for providing information for program decisions. Some of them are excellent subjective feedback measures for determining the reactions of people to programs. Some are broad statistical measures that, although they are objective, have very little effect on decisions concerning programs. There are few measures currently in use for evaluating decision alternatives or program impact.

While some existing measures are objective and some are subjective, the importance of each is based more on its effect on decision makers rather than on its statistical basis. A personal observation or a letter from a patron often may have the greater immediate impact as a measure of program effectiveness than a detailed report submitted six months after a program has been completed. As discussed in the Foreword to the 5 Year Program, the major concern of a planning and evaluation activity within the Department of Libraries is to effect program decisions at the time they are being made rather than to report on the impacts of programs. Reporting on impacts will be accomplished at a later phase in planning when techniques and resources permit the measurement of impacts.

Effective measures that exist now or that can be devised whether subjective or statistical will be maintained and improved while the more sophisticated impact measuring techniques are being developed.

The first group of existing measures for programs and impacts of services are several feedback responses. These are simply letters from citizens, county library district taxes, approval of executive budgets submitted every two years, local and regional staff approval of programs and services and the number of requests for new services, bookmobiles, buildings and funds.

A second category of evaluation measures consists of changes in perceptions of service effectiveness such as observations by staff, informal reports, and the perceptions of the needs of people. There is a continual and intense flow of judgements being made about the whole range of library activities that is a very positive evaluation tool because it maintains a sensitivity to programs and people's needs.

Thirdly, the budgeting of funds and existing program reporting systems exert some impact on decision in that constraints become very clear. Priorities, visibility of programs, and the cost of activities must be monitored to some extent. The impact of these measures is greatly reduced, however, because they come several months after the initial program decisions are made. A major effort of the planning and evaluation function will be to improve the flow of costing information. This information must be provided closer to the time of decision and in the same program language in which the decisions are made.

Finally, the fourth group of existing measures is a series of annual statistical figures on overall circulation, volumes purchased and processed, reference requests and total funds expended. These have almost no effect on decisions since they are too general, not in library program language, are compiled too long after decisions are made and are not accurate although they do reflect a general increase in activity. The Stage I Planning activity will attempt to improve the use of statistical measures by defining operational and program rates of increase, improving the collection of statistical data and by developing statistical data categories that convey more information to decision makers.

PROPOSED MEASURES

The following proposed measures are in addition to the first two groups of feedback measures that exist at present. The proposed measures are aimed at redesigning and refining the statistical evaluation measures and, secondly, are an attempt to provide information about program decisions.

Throughout the body of the 5 Year Program studies, program and system designs, evaluation tools and milestone decision events have been mentioned. These will form the basis for Planning Measures. The primary focus will be on providing information about decision alternatives. Table #15 that follows outlines the decision events (milestone decisions) that have immediate needs for better information.

Program Measures, listed in Table #16, are statistical measures pulled together from programs and operational objectives. Program measures simply measure whether what we say we are going to do or accomplish is actually being done. These program measures or measures of achievement will be performed during the course of a year long program or service as monitors of programs. They will also be summarized at the end of the year for the Annual Report to the Federal Government and in a state reporting system in the process of being designed.

Finally, Impact Measures will be developed in the next five years to determine the effect of library services on the basic human needs discussed in Phase I of this document. Very little research has been done on basic impact measures. Most of this research will have to come from a national effort to provide research through the involvement of library schools and other areas of social research.

Within this five year planning period, we hope to improve the decision making process, document the accomplishment of certain operational objectives, and improve the sensitivity of library services to people's needs. Along with these initial measurement purposes, we hope to experiment with indicators of the impacts of library services on people and document the most effective and efficient means of meeting the information needs of people. This will be experimental, however, and by no means as simple as counting circulation or users of the library.

TABLE #15: MILESTONE DECISIONS

1. Provision of adequate facility for Department of Libraries.
   (1) (12) (11) (9) (17) (22)

2. Acceptance of study of selected state agency information needs.
   (1) (10)

3. Development of Subject Expert Referral Files.
   (1)

4. Linkages to state, regional, and national bibliographic control systems.
   (1) (4)

5. Designation of subject bibliography development as a reference function.
   (2) (1)

6. Designation of target groups for SDI program.
   (3) (1)

7. Commitment of funds to SDI program.
   (3)

8. Interlibrary union catalog development.
   (4) (1)

9. Acceptance of special user group programs designs.
   (5)

10. Acceptance of feedback from special user group programs.
    (5) (18) (21)

11. Commitment to expand special target group criteria into entire library program. (5) (21)

12. Acceptance of special information displays designs.
    (6) (11) (17) (16)

13. Assignment of special information display research as reference function.
    (1)

14. Acceptance and assignment of regional role tasks.
    (7) (16) (8)

15. Allocation of new staff positions; selections, Title II, business office, planning division, Title III, administrative, reference, processing.
    (9) (18) (21) (22) (1) (5) (17) (12) (14)

16. Acceptance of selection policy study.

17. Determination of annual funding, federal and state.
(All operational objectives)

18. Acceptance of processing automation design.
(11) (18)

19. Acceptance of new selections and distribution policies.
(11) (9)

20. Title II funding level.
(12) (21)

21. State Amortization funding level.
(12)

22. Acceptance of bookmobile purchase and maintenance grant schedules.
(13)

23. Bookmobile purchase funding level.
(13)

24. Acceptance of mail order and delivery system design.
(14)

25. Definition of title III functions and responsibilities.
(15) (14) (1)

26. Commitment to demonstration projects.
(16)

27. Development of regional selection policy study.
(16) (1) (9)

28. Funding levels for scholarship program.
(17) (21)

29. Acceptance of workshop and librarian training opportunities designs.
(17)

30. Approval of staff and finding level for Stage I planning activity.
(18)

31. Acceptance of program reporting and impact indicator system.
(18)

32. Approval of publicity staff position.
(19)

33. Commitment to and acceptance of cost accounting system design.
(21) (18)

34. Acceptance and commitment environmental responsibility standards.
(12) (13) (22)

TABLE #16: MEASURES OF ACHIEVEMENT

1. Increase in number of information transactions: loans, reference, referrals, assistance, interagency requests. (1)
2. Increase in number of resources accessible to patrons by a useable bibliographic control system: materials, subject experts, other collections, bibliographic tools.(1)
3. Increase in percent of successfully completed information transactions. (1)
4. Increase in the number of referral experts on file. (1)
5. Increase in the number of people making information requests. (1)
6. Increase in the number of information resources used in response to a subject request. (1)
7. Increase in number of information requests via communications media. (1)

8. Increase in number of Department of Libraries produced subject bibliographies. (2)
9. Number of Department of Libraries subject bibliographies updated. (2)
10. Average number of resources listed in each subject bibliography. (2)

11. Number of people served by S.D.I. program. (3)
12. Number of relevant sources routed to participants of SDI program. (3)
13. Number personal or agency interest profiles created for SDI program. (3)

14. Number of resources accessible through bibliographic control systems. (4)
15. Increase in the number of collections made accessible through network. (4)
16. Increase in the use of bibliographic control systems in successfully completing information transactions. (4)

17. Increase in number of people in special target troups that are receiving library services. (5)
18. Increase in the amount of funds being used to study, define, and research special user group needs. (5)
19. Degree of achieving current service standards for blind and physically handicapped and inmates of state institutions. (5)
20. Increase in number of personal interest profiles used for informational material routing to special target groups. (5)
21. Development of information needs research on special target groups. (5)
22. Increase in the number of resources being purchased by Department of Libraries for use by these special target groups. (5)
23. Increase in number of special target group programs being held through local public library agencies. (5)
24. Increase in number of staff in local agencies assigned to programs for special target groups. (5)
25. Increase in the use of special delivery systems to bring special target group participants the needed informational materials. (5)

26. Increase in number of special information displays designed and assembled. (6)
27. Number of information display packages distributed. (6)
28. Increase in resource material requests from these informational displays. (6)

29. Increase in number of basic library discussion and reading related programs throughout the state. (7)
30. Increase in percent of regional staff time spent in assisting local library agencies in basic library program design. (7)
31. Increase in statewide attendance at basic library programs. (7)
32. Increase in amount of assistance from administrative staff in Frankfort in basic library program designs. (7)

33. Number of basic library skill programs offered statewide. (8)
34. Percent of regional staff time spent in assisting with programs teaching basic library use skills. (8)
35. Increase in awareness of basic services and basic library skills for participants in library skills programs. (8)
36. Change in users patterns of requesting materials due to development of basic library skills. (8)

37. Completion of written selection policy including criteria for special target group information needs. (9)
38. Increase in the number of materials selected for special target group use by the Department of Libraries. (9)

39. Number of agencies receiving cataloging assistance. (10)

40. Number of books and other informational materials purchased. (11)
41. Number of books and other informational materials processed and distributed by the Department of Libraries. (11)
42. Decrease in amount of processing costs per item processed. (11)

43. Number of requests for building projects versus number of projects awarded. (12)
44. Total square feet of building projects; new and renovations. (12)
45. Acceptance of Department of Libraries funding request for new state library. (12)
46. Decrease in number of unfulfilled construction requests. (12)
47. Total dollar amount of construction projects begun during each year. (12)

48. Number of bookmobiles purchased and repaired. (13)
49. Number of bookmobile programs. (13)
50. Increase of bookmobile service to special target groups. (13)
51. Increase in circulation and information requests from bookmobile users. (13)

52. Increase in number of TWX machines. (14)
53. Completion of studies on electronic duplication and transmission of materials. (14)
54. Increase in use of network system. (14)
55. Increase in staff time spent in promotion of network concept and usage. (14)

56. Use of other agencies in the four areas mentioned in Operational Objective #15. (15)
57. Assignment of increased administrative staff time to work with other agencies, local, state and federal. (15)
58. Increase in the number of other agencies involved in the mutual exchange of library services. (15)
59. Increase in the number of other agency staff members directly involved in library services. (15)

60. Development of regional selection policy for coordinating local libraries' areas of strength. (16)
61. Increase in citizen awareness of existing library services through regional promotion and publicity.(16)
62. Increase in local non-library agency awareness of existing library services determined by agency interviews. (16)
63. Increase in publicity for existing library services and programs. (16)
64. Development of regional collection strength and special collection catalog. (16)
65. Increase in the number of libraries and basic library services created by demonstration projects. (16)
66. Increase in attendance and participation in local library basic library programs and special target group programs. (16)
67. Increase in cooperation with Area Development District Councils to develop regional library role. (16)

68. Increase in number of workshops, training programs and formal courses offered to local librarians and regional staff. (17)
69. Increase in the number of participants in the educational and training opportunities. (17)
70. Increase in the number of scholarships available. (17)
71. Increase in the number of salary supplement grants. (17)

72. Increase in statewide average of professional librarians salaries paid. (17)
73. Increase in the number of librarians recruited from outside Kentucky. (17)

74. Approval of funding and staff positions for initial planning and evaluation staff. (18)
75. Completion of 5 year program. (18)
76. Completion of basic achievement indicators information system descrived in Phase 10 of this document. (18)
77. Evaluation of FY73 programs and operational objectives for 1973 Annual Report. (18)

78. Increase in the number of promotional and publicity communications. (19)
79. Increase in the number of Friends of the Library groups throughout Kentucky. (19)
80. Regular publication and sitribution of the State Journal. (19)
81. Increase in the financial support for public library services in Kentucky. (19)

82. Amount of state money spent for state aid grants. (20)
83. Number of counties receiving state aid support. (20)

84. Submittal of annual reports to state and federal agencies. (21)
85. Design and implementation of a cost accounting system for generating program and project cost data. (21)

86. Increase in the number of environmentally related informational materials purchased and distributed to public libraries. (22)
87. Study and design of bookmobile emission standards. (22)
88. Study, design and implementation of process for recycling discarded library materials. (22)

APPENDIX A -

Policies,

Procedures,

Studies

APPENDIX A

1. Ranking and Social judgment methodology for consensus of opinion.
2. Full definition of Planning Model #1.
3. List of Basic Human Needs.
4. List of Standard's sources for institutional services.
5. Regional librarian's ranking of library role.
6. County librarians' ranking of library role.
7. Administrative and Advisory Councils' ranking of Public Library image document.
8. Summary of second Functional Role Documents.
9. Summary of Bookmobile Study.
10. Barren River Study.
11. Institutional Services.
12. Educational Agency Relationship.
13. State Aid Support criteria and policies.
14. List of Libraries in the state.
15. Basic Policies for Construction, State Amortization Agreement, LSCA agreement.
16. Bookmobile Service Agreement - Regional Participation Service Agreement.
17. Demonstration Project Description.

APPENDIX B

1. Existing System description and background for Constraints and Parameters.

APPENDIX A-#1: Ranking of Social Values and Judgments.

To gather information on value judgments for deriving goals, objectives, possible strategies and functional roles, the following approach was devised. The participatns were asked either verbally or by questionnaire to rank the items in their order of importance or, in other cases, show their degree of agreement or disagreement with the question. A summary of the rankings was then compiled and the questionnaire reprinted with an accompanying scale of agreement. In each case, the participants were shown where the consensus of opinion was on the scale. They were then asked to discuss the consensus of opinion and re-rank the question or items. A second compilation was then made to see what changes had occurred. This second ranking, if there was little shift in consensus position, was accepted as a consensus of opinion and was used in the planning process as hard data.

The number of participants was limited in each case to those who would have the most information or a responsibility for the questions being surveyed. Several examples of the use of this method are shown in items 3, 4, 5, and 6 of Appendix A.

This method was quite useful to get a quantifiable description of personal social values and judgments. The questions, of course, need to be revised for use in the coming year and the number and type of participants need to be expanded but overall, the method will remain the same.

PLANNING MODEL #I: DEPARTMENT OF LIBRARIES*
COMMONWEALTH OF KENTUCKY
MAY 10, 1972

PHASE 1. HUMAN NEEDS - Definition: Human needs must be assessed subjectively as well as objectively by the body of **decision makers** that encompasses those who will effect the final accomplishment of programs. The description of these human needs must be the same as the human impacts with which the final projects are measured.

PHASE 2. GOALS - Definition: Goals are inspirational in nature as they must act as a future motivation. They must be statements of belief in and acceptance of the institutional and individual responsibilities. They must express the consensus of responsibility. They are timeless and are not completely attainable as they are states of being rather than accomplishments.

PHASE 3. BROAD OBJECTIVES - Definition: Broad objectives define in the goals those areas of responsibility defined as the public library's role.

PHASE 4. POSSIBLE STRATEGIES - Definition: Possible strategies are a list of all the means for attaining or contributing to the attainment of the broad objectives. This is primarily a mind expanding tool to create new approaches that may not normally fall within the realm of "library services".

PHASE 5. CONSTRAINTS - PARAMETERS - Definition: Constraints are any limitations, whether political, legal, financial, physical or social, on library services or roles. They derive from the existing system and its context as a state agency. See Appendix A for full development.

PHASE 6. WORKING STRATEGIES - Definition: Those strategies or program approaches to meeting objectives that are feasible, desirable and consistent with the existing system. These are the images of how the programs are shaped.

PHASE 7. OPERATIONAL OBJECTIVES - Definition: Operational objectives are statements of what is to be accomplished in a five year period. They involve time, space, resources, processes and existing programs.

PHASE 8. PROGRAMS - Definition: Those combinations of resources and processes that comprise or characterize the activities of the Department of Libraries.

PHASE 9. PROJECTS - Definition: Projects are the specific activities of the Department of Libraries. These are combined with Phase 8 until more fully defined.

PHASE 10. IMPACT MEASURES - Definition: These are the measures of impacts on people directly related to library projects and services. They must correlate back to the top of the model, human needs.

* See Appendix A for the processes and methods for deriving these statements.

PHASE 1. HUMAN NEEDS

Definition: Human needs must be assessed subjectively as well as objectively by the body of decision makers that encompasses those who will effect the final accomplishment of programs. The description of these human needs must be the same as the human impacts with which the final projects are measured.

INPUTS

1. Basic Assessment of human needs.

1. Priority ranking of needs to be addressed by library resources.

1. Some basic description of existing needs in Kentucky.

CRITERIA

1. Screen of responsibility of Department of Libraries as an institution and of the staff as individuals.

PLANNING MEASURES

1. Ranking of "needs" numerically reflects the concensus of judgements and opinions. Measure of reliability is continued agreement of statements with staff feelings.

PROGRAM MEASURES

1. Human needs are described and monitored to see if project impacts can be determined and subjectively to see if human needs have changed.

CIPP MODEL

1. Context Evaluation

PHASE 2. GOALS

Definition: Goals are inspirational in nature as they must act as a future motivation. They must be statements of belief in and acceptance of the snstitutional and individual responsibilities. They must express the concensus of responsibility. They are timeless and are not completely attainable as they are states of being rather than accomplishments.

INPUTS

2. Screen of institutional and individual responsibilities and functional roles.

2. Feasibility of meeting these needs.

CRITERIA

2. Highest ranking needs on a priority system become matched to a goal statement. Goals statement reflects the initial importance ranking of meeting human needs.

PLANNING MEASURES

2. Documents supporting the agreement of Advisory and Administrative Councils with Goals and Objectives Statement as reliable expression of judgements and opinions.

PROGRAM MEASURES

2. These measures are of internal concensus of opinion. They must be sensitive to state, federal, individual and institution changes in priorities.

CIPP MODEL

2. Context Evaluation.

PHASE 3. BROAD OBJECTIVES

Definition: Broad objectives cut from the goals those areas of responsibility defined as the public library's role.

INPUTS

3. Screen of institutional and individual responsibilities and functional roles.

3. Feasibility of meeting these needs.

3. Broad objectives have also the inputs of broad library strategies gathered primarily from library history of services.

CRITERIA

3. The objectives reflect the areas of responsibility accepted by the staff.

PLANNING MEASURES

3. Documents supporting the agreement of Advisory and Administrative Councils with Goals and Objectives Statement as reliable expression of judgements and opinions.

PROGRAM MEASURES

3. These measures are of internal concensus of opinion. They must be sensitive to state, federal, individual and institutional changes in priorities.

CIPP MODEL

3. Context Evaluation.

PHASE 4. POSSIBLE STRATEGIES

Definition: Possible strategies are a list of all the means for attaining or contributing to the attainment of the broad objectives. This is primarily a mind expanding tool to create new approaches that may not normally fall within the realm of "library services".

INPUTS

4. List of strategies produced by the staff addressed [illegible] to meeting the broad goals. These include many alternative strategies.

CRITERIA

4. Does the strategy contribute to the Broad Objective regardless of its feasibility.

PLANNING MEASURES

4. No planning measures.

PROGRAM MEASURES

4. These measures are the description of and monitoring of constraints and the systems role.

CIPP MODEL

4. Input Evaluation.

PHASE 5. CONSTRAINTS

Definition: Constraints are any limitations, whether political, legal, financial, physical or social, on library services or roles.

INPUTS.

5. Descriptions of existing state systems and policies, regulations, context, and laws.

5. History of library services in Kentucky.

5. Some judgements as to resources capabilities.

CRITERIA

5. Does the constraint limit library services, strategies, programs or library concepts.

PLANNING MEASURES

5. Documentation of all constraints from description of state context.

PROGRAM MEASURES

5. These measures are the description of and monitoring of constraints and the systems role.

CIPP MODEL

5. Input Evaluation.

PHASE 6. WORKING STRATEGIES

Definition: Those strategies or program approaches to meeting objectives are feasible, desireable and consistant with the existing system.

INPUTS

6. Decision alternatives.

6. Function role questionnaires from Advisory and Administrative Councils.

6. "Public Library Image" documents.

6. Judgements as to effectiveness and feasibility.

CRITERIA

6. These are the strategies that have been screened by the constraints and also meet the desireable "functional role" and "public library image".

PLANNING MEASURES

6. Functional role questionnaires

6. Public library images questionnaires

6. State priorities, Federal priorities and local priorities.

PROGRAM MEASURES

6. Strategy measures must reflect the effectiveness of inputs and processes and their relation to programs.

CIPP Model

6. Process evaluation.

HASE 7. OPERATIONAL OBJECTIVES

Definition: Operational objectives are statements of what is to be accomplished in a five year period. They involve time, space, resources, processes and existing programs.

INPUTS

7. Broad objectives, constraints, strategies and budgetary planning. How feasible is a program in 5 years. What can be accomplished.

CRITERIA

7. These operational objectives must be possible and desireable within the limits of our imputs (money, staff, time, space).

PLANNING MEASURES

7. Balanced budget through a five year period at 5% growth per year.

ROGRAM MEASURES

7. Strategy measures must reflect the effectiveness of inputs and processes and their relation to programs.

CIPP MODEL

7. Process Evaluation.

PHASE 8. PROGRAMS

Definition: Those combinations of resources and processes that comprise or chacterize the activities of the Department of Libraries.

INPUTS

8. Annual approach to the operational objectives within limits of existing programs. Current staff and process limitations affect their design.

CRITERIA

8. These operational objectives must be possible and desireable within the limits of our inputs (money, staff, time, space).

PLANNING MEASURES

8. Balanced budget through a five year period at 5% growth per year.

PROGRAM MEASURES

8. Program measures measure the degree of attainment of operational objectives and the effectiveness of strategies.

CIPP MODEL

8. Process Evaluation.

PHASE 9. PROJECTS

Definition: Projects are the specific activities of the Department of Libraries.

INPUTS

9. Annual approach to the operational objectives within limits of existing programs. Current staff and process limitations affect their design.

CRITERIA

9. These operational objectives must be possible and desireable within the limits of our inputs (money, staff, time, space).

PLANNING MEASURES

9. Balanced budget through a five year period at 5% growth per year.

PROGRAM MEASURES

9. Project measures must attempt to measure the impact on basic human needs, the attainment of objectives, and the effectiveness of programs

CIPP MODEL

Product Evaluation.

PHASE 10. IMPACT MEASURES

Definition: To derive reliable measures of impacts on people directly related to library projects and services.

INPUTS

10. Basic research in library science

10. Development of measures by staff

10. Office of Education institute next year

CRITERIA

10. See planning measure #10

PLANNING MEASURES

10. Can impacts from programs and basic human needs both be monitored by the same measures.

PROGRAM MEASURES

10. Measures of this type will rely on further research.

CIPP MODEL

10. Product Evaluation.

APPENDIX A - #3

TOTAL OF 13 RANKINGS

GOALS & OBJECTIVES DOCUMENT
INST. & INDIVID. RESPONSIBILITY
January 28, 1972

Value of Importance as Responsibility

62 Educational - Literacy - ________________
  (1) Ability
  (2) Opportunity

62 Educational - Motivation - ________________
  (1) Recreational
  (2) Interests

56 Social - Identification - ________________
  (1) Kinship
  (2) Communities
  (3) Social Group
  (4) Religion - Philosophy
  (5) Communication (Ability & Opportunity)

53 Educational - Awareness - ________________
  (1) Current Events
  (2) World
  (3) Understanding
  (4) Reasoning

52 Physical - Physical Environment ________________

51 Economic - Consumer Information ________________

50 Social - Recreational - ________________

47 Educational - Creative - ________________
  (1) Express

44 Cultural - Self-Identification ________________
  (1) Recreation
  (2) Expression

43 Educational - Skills (Vocational) ________________

41 Cultural - Communication ________________

39 Economic - Skill - ________________
  (1) Pride

39 Cultural - Appreciation - ________________

39 Political - Organizational Knowledge ________________

36 Political - Responsibility ________________

35 Economic - Adaptation to Change ________________

28 Economic - Income ________________

22 Social - Status - Authority ________________
  (1) County
  (2) City
  (3) State
  (4) Village

DOCUMENT #3.

1. Human needs which we (Institution and personally) feel a responsibility to meet.
2. 1st Administrative Council Concensus on importance of meeting human needs.

APPENDIX A - #3
Regional Librarians Rankings

Number
Index of Importance

LIST OF LIBRARY OBJECTIVES IN THEIR ORDER OF IMPORTANCE WITH STRATEGIES FOR ACHIEVEMENT

OBJECTIVES, STRATEGIES, AND
INSTITUTIONAL STRATEGIES
February 4, 1972

A. PLEASE RANK STRATEGIES IN IMPORTANCE: 5 (IMPORTANT) TO 1 (NOT IMPORTANT)
B. YOU MAY ADD ANY YOU THINK ARE IMPORTANT.

62 EDUCATIONAL - Literacy
  (1) Ability
  (2) Opportunity

TO PROVIDE SERVICES TO PROMOTE THE ABILITY TO READ AND THE OPPORTUNITY TO READ FOR ALL AGE LEVELS.

Reading Abilities

a. Interesting materials. 4.9
   (Relevant)
b. Teaching reading. 2.6
c. Physical sight. 1.6
d. Better staff training. 4.6

Opportunities

a. Accessible to materials. 5.0
b. Promotion. 4.0
   1. Pay people to read. 0.3
c. Home libraries. 1.5
d. Bus service. 2.3
e. Wider range of materials. 4.6
f. Public library degree. 1.5
g. Reading environment. 4.1

62 EDUCATIONAL - Motivation
  (1) Recreational
  (2) Interests

THE STIMULATION OR INDUCEMENT THAT MOVES, LEADS, OR INSPIRES A PERSON TO ACTION.

Educational Motivation

a. Promotion. 4.7
b. Motivated staff. 4.8
   1. Inspired.
c. Examples that influence. 3.2
d. Rewards. 2.3

56 SOCIAL - Identification
  (1) Kinship
  (2) Communities
  (3) Social Group
  (4) Religion - Philosophy
  (5) Communication (Ability and Opportunity)
  (6) Cultural Community and Heritage

UNDERSTANDING ONE'S SELF AND HOW YOU RELATE TO OTHER INDIVIDUALS IN THE CULTURE AROUND YOU.

1. RECREATION-COULD BE EXPRESSED IN THIS CONTEXT THROUGH DRAMA, DANCING, MUSIC, ETC.
2. EXPRESSIONS-THE STUDY OF SELF IN ART, LITERATURE AS A MEANS OF DETERMINING RELATIONSHIP OR HOW ONE FITS IN A CULTURE.

Social-Identification
(Self)
Sense of Community(ies)

a. Heritage of all communities (groups). 4.2
   1. Encourage understanding of.
   2. Information about.
b. Relevant information (and materials). 4.8
c. Role-playing as an educational tool. 1.6
d. Empathizing staff. 3.8
e. Exposure to many groups. 3.0

53 EDUCATIONAL - Awareness
(1) Current Events
(2) World
(3) Understanding
(4) Reasoning

THE KNOWLEDGE OR REALIZATION OF WHAT IS GOING ON AROUND YOU.

Educational Awareness

OPPORTUNITY

a. Relevant information. 4.7
   1. Proper media.
b. Exposure to unfamiliar situations. 2.9
c. Rewards. 1.8
d. Promotion. 4.3
   1. Create the social value.

UNDERSTANDING

a. Teaching awareness. 3.2

52 PHYSICAL - Physical Environment

PHYSICAL ENVIRONMENT IS THE NEED FOR CLEAN AND PRODUCTIVE SURROUNDINGS.

Physical Environment

a. Relevant information. 4.7
b. Bookmobile cleanup. 4.2
   1. Book discard--recycle.
   2. Example.
   3. Buildings--remodel and redesign.
c. Consumer information. 4.4
d. Political influence. 3.1
e. Knowledgeable staff. 4.7
f. Involvement of staff in cleanup. 2.6
g. Teach people. 3.2
h. Motivate people. 3.6
   1. Rewards.
   2. Create a social value.

51 ECONOMIC - Consumer Information

PROVIDE PRODUCT AND LEGAL SERVICE INFORMATION TO PATRONS.

Economic Consumer Information

a. Providing Information. 4.8
b. Research collection. 4.0
c. Teaching. 3.1
d. Promoting. 3.2

50 SOCIAL - Recreational

THE NEED TO FIND WHOLESOME, SATISFYING USE OF LEISURE TIME.

Social-Recreational

a. Recreational materials. 3.9
b. Instruction. 2.8
c. Recreational space and time. 3.2
d. Relevant information. 3.8
e. Promotion--Public Relations. 3.3
f. Personnel. 2.6

Intellectual Stimulus 3.2

47 EDUCATIONAL - Creative
(1) Express

THERE IS A NEED FOR INDIVIDUALS TO EXPRESS THEMSELVES IN A CREATIVE MANNER THROUGH A CREATIVE EDUCATIONAL LEARNING EXPERIENCE.

WE, AS AN INSTITUTION, SHOULD AID IN PRODUCING THE OPPORTUNITY AND OUTLET FOR CREATIVE EXPRESSION.

Educational-Creative
(1) Express

a. Instruction.	2.7
b. Relevant materials.	4.9
c. Motivated staff.	4.2
d. Promotion.	4.0
e. Creative environment.	3.2
f. Rewards.	1.4
g. Self-expression opportunities.	4.0

43 EDUCATIONAL - Skills (Vocational)

TO PROVIDE SERVICES TO PROMOTE THE OPPORTUNITY FOR LEARNING, INCREASING AND/OR REFINING VOCATIONAL SKILLS.

Educational-Vocational Skills

a. Teaching.	2.3
b. Relevant material.	4.8
c. Motivation.	3.5
d. Rewards.	1.7
e. Scholarships.	1.4
f. Placement service.	2.8

41 CULTURAL - Communication
Appreciation

COMMUNICATION IS UNDERSTANDING AND APPRECIATION OF THE POSITION OR THINKING OF ANOTHER INDIVIDUAL OR GROUP./THE RECOGNITION OF THE VALUE OF CULTURAL TRADITIONS AND ARTIFACTS, A CONSEQUENCE OF HAVING A KNOWLEDGE OF THE CULTURE.

Cultural-Communication and Appreciation

a. Teaching.	2.4
b. Relevant materials.	4.8
c. Cultural exposure and exchanges.	3.6
d. Promotion.	3.8
1. Public Relations.	
2. Motivation.	

39 ECONOMIC - Skill and Adaptation to Change
(1) Pride
(2) Income

THERE IS A NEED FOR INDIVIDUALS TO OBTAIN SOME KIND OF SKILL TO ALLOW THEM THE PRIDE OF SELF RELIANCE IN THEIR ECONOMIC POTENTIAL AS WAGE EARNERS.

WE, AS AN INSTITUTION, SHOULD TRY TO GIVE PEOPLE THE SKILLS THAT WILL PROVIDE THEM WITH THE OPPORTUNITY TO FIND JOBS.

THERE IS A NEED FOR INDIVIDUALS TO GAIN SOME KIND OF INCOME TO PROVIDE FOR THEIR WELFARE.

WE, AS AN INSTITUTION, SHOULD HELP PEOPLE TO OBTAIN AN INCOME.

Economic Skills and Adaptation to Change

a. Training. 1.4
b. Retrain. 1.5
c. Workshops. 1.7
d. Scholarships. 1.3
e. Provide jobs. 1.7
Rel. Infor. 4.7

39 POLITICAL - Organizational Knowledge
Status Structure: County, City, State

THE NEED TO KNOW THE PERSON OR PERSONS OF INFLUENCE ON EVERY LEVEL, THAT IS TO SAY, THE PERSONS WHO ARE LISTENED TO BY OTHERS AND HAVE THE ABILITY TO GET THINGS DONE.

Political-Organizational Knowledge

a. Relevant information. 4.8
b. Teaching. 2.2
c. Informed staff. 4.6
d. Referral services. 4.5
4.7

36 POLITICAL - Responsibility

THE DUTY OF THE PERSON TO KNOW, UNDERSTAND, AND OBEY THE LAWS AND REGULATIONS OF THE GOVERNMENTAL ENVIRONMENT UNDER WHICH HE LIVES.

Political-Responsibility

a. Motivate. 3.7
  1. Society value.
  2. Rewards.
b. Opportunity. 2.0
c. Organizational community representation. 3.2
d. Political influence. 3.0

DOCUMENT #5.

1. 1st Regional Meeting Ranking on Importance of Strategies.

APPENDIX A - #4

Institutional Library Standards

The following standards are currently used for institutional Library services:

Commission on Standards and Accreditation of Services for the Blind. The Comstac Report: Standards for Strengthened Services, 1966.

American Library Association and National Education Association. Standards for School Media Programs, 1969.

Hospital Library Standards Committee, Association of Hospital and Institution Libraries, American Library Association. Standards for Library Services in Health Care Institutions.

Committee on Institution Libraries. Objectives and Standrads for Libraries in Correctional Institutions, 1962.

American Instructors of the Deaf. Standards for Library-Media Centers in Schools for the Deaf. (no date)

Note: During the course of fully developing the five year plan, it is expected that Kentucky will write and adopt special State institutional library standards.

APPENDIX A - #5

March 28, 1972

Introduction - A questionnaire was devised to begin to establish the functional role of the Department of Libraries. Regional librarians were asked to agree or disagree with the following statements in order to give some general direction to programming and strategy thrusts. Several controversial questions were raised in each document to begin to develop a consensus of opinion on future strategies for the Department of Libraries.

Region

APPENDIX A - #5
REGIONAL RANKING
Telephone Interview

Instructions: As a part of the planning process, we would like to interview at least 3/4's of the county librarians in your region to find out their opinion on the relative importance of some library services to them. Please call them or see them personally and ask them each of the following 8 questions. Check one of the 5 response boxes under the question to indicate their preference for more of one service at the expense of less of another service.

Questions for Local Librarians

5 4 3 2 1

1. Department of Libraries should provide fewer materials but make them more relevant to current issues. 2.6 *

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

2. Department of Libraries regional staff should concentrate less on training programs for librarians and concentrate more on teaching and training programs for special patron groups. 2.3 *

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

3. Department of Libraries regional staff should concentrate less on informing librarians in their region of interesting programs being done in other libraries and concentrate more on promoting library programs to the general public in that region. 2.9 *

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

4. Department of Libraries should provide local libraries with fewer of the reference type materials and provide more materials of the high interest type. 2.5 *

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

5. Department of Libraries should concentrate less on reference and referral materials in the regional headquarters libraries and develop a stronger reference and referral collection in Frankfort. 2.5 *

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

6. Department of Libraries should concentrate less on providing for regional workshops on library techniques and concentrate more on providing librarians the opportunity to visit libraries with interesting programs. 2.6 *

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

7. Department of Libraries should concentrate less on books and concentrate more on audio visual materials. 2.2 *

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

8. Department of Libraries regional staff should concentrate less on book processing and distribution tasks and concentrate more on working with librarians to develop special community library programs. 2.9 *

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

APPENDIX A - #6

Introduction - The same questionnaire used in was also given to the county librarians. County librarians are employed by the local library boards and are to a large extent the patron group to which most of the library services provided by the Department of Libraries are intended. This group answered all of the same questions as the regional librarians answered and although some feedback was obtained their response was very similar to the regional librarians. Although little was used from these interviews with regional and county librarians it did initiate the process of establishing local libraries as the primary recipients of the services of the Department of Libraries. Next year we hope to go into this user survey of librarians in much greater depth and involve county librarians and any public librarian in designing services which they need the most.

Region

APPENDIX A - #6
County Librarians Rankings
Telephone Interview

Instructions: As a part of the planning process, we would like to interview at least 3/4's of the county librarians in your region to find out their opinion on the relative importance of some library services to them. Please call them or see them personally and ask them each of the following 8 questions. Check one of the 5 response boxes under the question to indicate their preference for more of one service at the expense of less of another service.

Questions for Local Librarians

5 4 3 2 1

1. Department of Libraries should provide fewer materials but make them more relevant to current issues. 2.7
*

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

2. Department of Libraries regional staff should concentrate less on training programs for librarians and concentrate more on teaching and training programs for special patron groups. 2.5
*

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

3. Department of Libraries regional staff should concentrate less on informing librarians in their region of interesting programs being done in other libraries and concentrate more on promoting library programs to the general public in that region. 2.9
*

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

4. Department of Libraries should provide local libraries with fewer of the reference type materials and provide more materials of the high interest type. 2.8
*

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

5. Department of Libraries should concentrate less on reference and referral materials in the regional headquarters libraries and develop a stronger reference and referral collection in Frankfort. 2.8
*

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

6. Department of Libraries should concentrate less on providing for regional workshops on library techniques and concentrate more on providing librarians the opportunity to visit libraries with interesting programs. 2.8
*

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

7. Department of Libraries should concentrate less on books and concentrate more on audio visual materials. 2.5
*

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

8. Department of Libraries regional staff should concentrate less on book processing and distribution tasks and concentrate more on working with librarians to develop special community library programs. 2.8
*

☐ Urgent; ☐ Very Important; ☐ Important; ☐ Not Important; ☐ Wasteful

APPENDIX A - #7

ADMINISTRATIVE AND ADVISORY COUNCILS RANKINGS

Public Library Image

This document was used by the Administrative and Advisory Councils as a way of getting at the basic image of library services. That the Advisory Council in particular, a consensus of opinion is shown in the position given to each basic story of library services. Although the document has limited usefulness in putting together a formal plan it does allow for consensus of opinion on a broad level of an image of public library services. Its primary usefulness is in familiarizing the staff with the Advisory Council's opinions.

The six arguments appear in the order in which they were ranked from first to last with the relative score on the left margin.

These six arguments are written as though individual members of the Advisory Council on Libraries were expressing their ideas about the correct role of public libraries. These ideas do not imply institutional roles for the Department of Libraries, but rather convey an image of the priorities of service in public libraries. The consensus of opinion on the validity and desireability of these images will assist the Department in orientating its programs to better serve the state's public libraries in the context of their public library role.

Rank of Importance

Argument

First = 4.27

"Now, as I see it, libraries have been enclosed within their institutional walls for a couple of centuries and it's about time they went out to where the people are. You should take your materials and programs into local neighborhoods; into the churches, stores, meeting halls where people are used to going. You should develop services that can be offered through radio and television; through the mail; through telephones. The closer you can get to the people, the more effect you will have."

"Why try to take the people away from what they are familiar with when you could move the materials so much easier? Sure you should keep the doors open at your central libraries, but let's fact it, before your libraries are going to be really important to people, they are going to have to be more a part of their local communities. You will have to go to the people, not vice versa."

"Libraries are doing alright now, but you ought to move ahead by pushing new ways of delivering the materials that are sitting on your shelves in your central libraries. If people want the high brow stuff, they can get it from colleges and universitites. Public libraries should be for reading, not research."

"If your circulation is lower than you think it should be, your libraries should advertise and push their services as hard as they can through the local media especially. Study, self-improvement and serious learning will naturally follow for the person who is stimulated to read. If you can get people used to reading in the home, they will pursue their own interests as they see fit. If reading sells, libraries will be doing their basic job for people."

Second = 3.90

"The thing you should all be looking at is so simple. It's right before your eyes. The young people and children are the only things worth investing your time and money in. Now I don't say keep anyone over 20 out of your libraries, but the youngsters will become tomorrows leaders and parents and taxpayers. Besides, children are so impressionable. They are in their formative years and are learning to read and use libraries. They have regular assignments already given to them. Libraries are close to teachers anyway."

"If anything is going to change the world, it will have to be put in children's heads first. I would also add that children are the quickest way to get parents interested in libraries and their support."

Rank of Importance — Argument

Second (continued) "If you could only make your libraries the child's friend, then the friendship would grow and mature. You are close to schools and can cooperate more with the schools. You could be going out to children and high schoolers and having programs that would bring them into the libraries after school, nights, and weekends. The older a person is, the more difficult, it is for them to develop the reading habit."

"Reading is a habit that children can get into. Educational television is growing, children's books are increasing, schools are growing, and the emphasis in this country including government money is on children and youth."

Third = 3.90 "In my opinion, a library is a library. It's not a social service agency or a business or a home for wayward kids. It's a library pure and simple. The whole ball of wax is books, card catalogs, and maybe even a computer someday. It's a strong centralized storehouse of man's knowledge. There's so much to do in just making a library into an excellent library with an excellent collection."

"We have well educated people in this state who need real resource centers for study and finding some real information when they want it. Libraries haven't even bugun to reach, touch, and satisfy these people. What needs to happen is to surpass mediocre libraries with outstanding staffs and outstanding collections of books, microfilm, and periodicals. This is what people really expect and its always cheaper to provide it in single central collections rather than spread it out all over the place so they become too thin."

"A person should be able to go to your libraries and find anything he wants or else you could get it for him. This isn't California and you can't afford to have a branch library on every corner in every city. That's out-of-date now anyway. You should centralize and automate where you can. Information is serious stuff and that's what you're in business to provide."

Fourth = 3.63 "I believe libraries have their hands full with the people who are using them already. To try and reach everyone is ridiculous because it's impossible. If someone isn't interested, he just isn't interested. I think the doors should always be open and there should always be courteous and really top notch staff inside every library."

Rank of Importance | Argument

Fourth (continued) "Anyone who puts out a little effort will be a person who values books and therefore will get a lot out of them. Libraries would be meeting their public hcarge as well as meeting the present demands made upon them. Meet people's expectations and aspirations first and then, if and when you're successful at that, try to develop new users."

"Now let's look at this a little closer. You have a clientele that use libraries regularly primarily as places to find books and as places to study. They expect you to provide the books they want when they want them and they are willing to come and get them at the library. What the patrons want is more books and more of an opportunity to get to use them."

"If people aspire to read and acquire knowledge, then you should publicize your services and stand ready to serve anyone coming in the door. This is what your staff is trained for and this is what they expect to be adked to do. The emphasis should be on service to those who ask for it first. You should stick to answering questions and providing books."

Fifth = 2.63 "Look, the only way public libraries make any sense is if they are serving those people who need it the most. By that I mean, those people who are either down and out or haven't had much of a change for schooling."

"The point is, why should libraries give something to those who already have plenty of it. If someone's been through college, they can afford to buy their own books and they can already read quite well. The government shouldn't subsidize them. Libraries whould put all of their efforts toward those who are on or near the bottom because just a little bit of help there would really make a difference in someone's life, not just their grade on a test or their next patch of rose bushes. You have to be serious about libraries and apply their services where the real payoff to society is, too."

"Talk about government money floating around. The emphasis is on the poor now and you should get in line. Libraries should develop programs that hit at the poor and disadvantaged rather than at the well educated."

Rank of Importance — Argument

Fifth (continued) "Your programs should emphasize delivering books, films, records, television, story hours, and reading help to those people who need help the most. If you don't insist on this, your libraries may become just bookstores and, as usual, there'll be lots of people with no money to use the stores."

Sixth = 2.63 "All this discussion is great but the immediate future is being pushed aside for dreams. There are two things that should be the basis for libraries. Libraries have to concentrate on the people who run the show now. These are the decision makers, and the influential people. If you guide them, they'll guide the state and citizens."

"I would also like to remind everyone that the executives, elected officials, and businessmen are the ones that could put libraries on the map financially, and do so every time taxes roll around. These men and women are the key to the stability and wisdom of our society. You just can't pass up the most significant members of our society for some hopes of future change."

"I would guess that the most influencial people in this state are those with a college education or those managing or running a business. They're probably the majority of our users now. I'm not trying to be an elitist about it. I just believe these people have some real need for information. They have to make decisions based upon information and we should be supplying it."

"We should emphasize serving these people especially because they aren't in school and probably don't have a lot of free time. They are motivated, interested and already have the basic skills. We'd get much more for the taxpayers dollar if we'd concentrate our services on these people, and they, in turn, would give us more support."

APPENDIX A - #8

Summary of Functional Role Priority Ranking for Administrative and Advisory Councils.

The following 20 questions instrument was used as a format for discussion and explanation of the current position and activities of the Department of Libraries. It was given to the Administrative and Advisory Councils twice to achieve some opinion consensus. The answers could range from Strongly Disagree scoring 1 to Strongly Agree scoring 5. Thus, an average score of 2.5 fell in the Neutral range. Each role or question was presented as a major thrust or primary role for the Department of Libraries. Several questions tend to contradict other questions to emphasize that there can only be a very few major roles. Choices need to be made.

Each question is reprinted below with three average scores plus two standard deviation scores. The Standard deviation applies only to the last score, the second ranking by Advisory and Administrative Staff.

1. The Department of Libraries should maintain a warehouse for little used library materials for all types of libraries in Kentucky.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X (a)
X (b)
X (c)

a. Staff = 3.33 ± 1.40
b. First Advisory = 3.6
c. Second Advisory and Staff = 4.22 ± 0.87

2. The Department of Libraries should attempt to change existing library legislation so its responsibility is for broader service to all four types of libraries.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 2.75 ± 1.42
b. First Advisory = 3.0
c. Second Advisory and Staff = 3.44 ± 0.83

3. The Department of Libraries should concentrate most of its resources on building its own reference and referral collection in Frankfort.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 3.83 ± 0.93
b. First Advisory = 3.7
c. Second Advisory and Staff = 3.78 ± 0.73

4. The Department of Libraries should channel all money and resources now going to individual counties through a single regional library board in each of the 15 regions to promote true regional development.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 3.16 ± 1.67
b. First Advisory = 3.8
c. Second Advisory and Staff = 2.78 ± 1.31

5. The Department of Libraries should primarily serve as the administrator of Federal and State funds going to Kentucky public libraries rather than have its own programs and its own collections.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 1.33 ± 0.48
b. First Advisory = 2.2
c. Second Advisory and Staff = 1.89 ± 0.88

6. The Department of Libraries should primarily concentrate on service to other state agencies and departments.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 2.42 ± 1.22
b. First Advisory = 2.0
c. Second Advisory and Staff = 1.90 ± 0.59

7. The Department of Libraries should administer the Kentucky bookmobile program directly and assume all capital, maintenance and operational costs.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 1.92 ± 1.07
b. First Advisory = 1.9
c. Second Advisory and Staff = 2.22 ± 0.56

8. The Department of Libraries should develop the state's major film lending library.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)

X(b)

X(c)

a. Staff = 1.83 ± 1.05
b. First Advisory = 2.7
c. Second Advisory and Staff = 3.11 ± 1.23

9. The Department of Libraries should primarily concentrate on being the mainstay of library service to public libraries in rural areas.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)

X(b)

X(c)

a. Staff = 3.25 ± 0.57
b. First Advisory = 2.0
c. Second Advisory and Staff = 2.11 ± 0.83

10. The Department of Libraries should concentrate primarily on building several major regional reference and referral collections throughout the Commonwealth.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)

X(b)

X(c)

a. Staff = 2.17 ± 1.43
b. First Advisory = 2.4
c. Second Advisory and Staff = 2.67 ± 1.19

11. The Department of Libraries should strive to develop a centralized library materials processing plant to serve all types of libraries.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 2.50 ± 1.08
b. First Advisory = 2.7
c. Second Advisory and Staff = 2.89 ± 1.01

12. The Department of Libraries should place major emphasis on efforts to promote and publicize library services in general and special local programs in particular.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 4.33 ± 0.85
b. First Advisory = 4.0
c. Second Advisory and Staff = 4.00 ± 0.44

13. The Department of Libraries should offer large incentive grants to any region willing to develop a true regional library system involving the sharing of all local library monies, personnel and resources.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 1.83 ± 0.70
b. First Advisory = 3.22
c. Second Advisory and Staff = 3.22 ± 0.91

14. The Department of Libraries should discontinue its present program of centralized purchasing and processing of library materials and make grants to each county to do their own purchasing and processing locally.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 1.42 ± 0.55
b. First Advisory = 1.5
c. Second Advisory and Staff = 2.22 ± 1.00

15. The Department of Libraries should serve as the major coordinating agency for all kinds of library services in the state.

Strong Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 3.25 ± 1.47
b. First Advisory = 3.2
c. Second Advisory and Staff = 3.89 ± 0.63

16. The Department of Libraries should spend most of its resources on developing short term innovative library projects throughout the state.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 2.00 ± 0.67
b. First Advisory = 2.1
c. Second Advisory and Staff = 2.0 ± 0.67

17. The Department of Libraries should eliminate its present regional development program and give all money, personnel and resources directly to the counties.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 1.08 ± 0.17
b. First Advisory = 1.1
c. Second Advisory and Staff = 1.89 ± 1.19

18. The Department of Libraries should serve library agencies only and not become involved in direct public service to citizens.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 3.42 ± 1.35
b. First Advisory = 3.1
c. Second Advisory and Staff = 3.56 ± 1.02

19. The Department of Libraries should offer professional incentive salary grants to all counties whishing to hire professional staff.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

X(a)
X(b)
X(c)

a. Staff = 3.42 ± 1.18
b. First Advisory = 3.8
c. Second Advisory and staff = 3.56 ± 1.07

20. The Department of Libraries should concentrate on special programs (such as services to the disadvantaged, elderly, physically handicapped, etc.) for urban areas.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1
			X(a)	
		X(b)		
		X(c)		

a. Staff = 2.17 ± 0.90
b. First Advisory = 3.3
c. Second Advisory and Staff = 3.22 ± 1.13

APPENDIX A - #9: Bookmobile Survey Summary

A survey was taken of the nearly 110 bookmobiles in Kentucky in January, 1972 to determine a statistical overview of bookmobile services. The immediate need for the survey was to update an inventory of the bookmobile fleet. Other objectives were included in the basic questionnaire to establish service characteristics such as the types of stops, circulation, special programs and the types of users. The statistics were then manipulated to try and determine changes in characteristics by geographic location, circulation levels, normal types of stops and levels of operating income. Some of the findings are given below.

1. The number of bookmobile registrants seemed to increase as the average types of stop went from community to individual homes.

2. Several mechanical problems were documented: generators, battery, engine maintenance, skylights.

3. The bookmobiles in the eastern third of Kentucky made more individual stops, more stops overall and had more registrants, and tended to make more county stops (versus city stops) than the western thrid of the state.

The average of all respondents for the types of stops listed:

Deposit Stations = 5%
Stores = 16%
Houses = 45%
Grade Schools = 10%
Farms = 11%
High Schools = 2%
Churches = 2%
Hospitals = 1%
Housing for Elderly and Nursing Homes = 1%
Industry = 0%
Community centers = 6%

4. Of all bookmobiles, 18% of the stops were 0.3 miles from the library, 24% were 3-6 miles, 27% were 6-9 miles and 31% were over 9 miles. The average number of miles per month driven by a bookmobile was 654.

5. Approximate age distribution of users: 1-5 = 7%; 6-13 = 35%; 14-18 = 15%; 19-30 = 14%, 31-65 = 23%, 65 plus = 6%.

6. Average bookmobile serves 1,516 people per month with an average monthly circulation of 3,596. Mountain bookmobiles reached more people but circulated fewer materials than western counties. A higher operating income also correlated with reaching more people and circulating more materials.

7. On the average each bookmobile maintained 6 deposit collections with 93 volumes each.

8. On the average, 60 reference questions were asked per month. This figure was higher for western counties, higher operating income counties and for those bookmobiles emphasizing community type stops.

9. Users of bookmobiles who also used the county library averaged 19%. This figure of overlap was less for mountain counties and higher for western counties.

10. An overall average of 52% of all bookmobile users could not use the county library because of lack of transportation, poor health of other problems. This figure was higher in mountain counties and for the group of bookmobiles with the higher circulation per capita.

11. Only 8% of respondents operated the bookmobile on Saturday and 1% on Sunday. This figure for Saturday operation goes up slightly for western counties, for bookmobiles emphasizing individual stops and for those with a higher operating income.

12. On the average, 11% of the bookmobile operators were male and 89% female.

13. On the average for all bookmobile drivers, 38% were between 26-40, 39% between 41-55 and 13% between 56-65 with an average of 12 years of school completed.

14. The average operating income including bookmobile maintenance and salaries but excluding books for all bookmobiles was $3,991.00.

APPENDIX A - 10: Barren River Study Preliminary Summary

As a part of the Stage I planning activity, a study of one of 15 library regions composed of 10 county libraries was commissioned during the fall of 1971. The study was conducted by Spindletop Research in Lexingtonm Kentucky. The purposes of the study are to survey the libraries, users, and other non-library agencies in the 10 county region to determine the library needs of people and local agencies, levels of library service and to provide suggestions for the further development of regionalized library services. Although the final data and final report have not been submitted, some of the preliminary findings are paraphrased below.

1. The awareness of library services and programs amoung residents of the region and local governmental agency personnel was very low. A tremendous public awareness effort is indicated.

2. The staff assistance to local libarries by Department of Libraries regional personnel was the most valuable venefit of belonging to the regional system.

3. Local libraries are doing a good job of reaching low income and minority groups. The percentages of users in these groups are higher than for the area's population.

4. There was a wide range of adult book holdings between the 10 county libraries; 27.3% to 64.3%.

5. Many libraries are at or above full volume capacity.

6. Overall program coordination between public libraries and schools is poor although some individual coordinated efforts do exist.

7. In general, although accounting systems in libraries were very poor the final cost figures might indicate that it would be cheaper and more efficient to circulate paperback collections on a free distribution and honor return system.

APPENDIX A - #11

THE ROLE OF THE DEPARTMENT OF LIBRARIES IN STATE INSTITUTIONAL LIBRARY SERVICE.

This consensus of opinion questionnaire was given to administrators of state institutions during February 1972.

1. The Department of Libraries should offer services and/or materials to institutionalized citizens of Kentucky:

   90% yes   10% neutral   0% no

2. Rate from 1 to 9 the priorities for library service to the following groups of institutionalized:

   31% To assist in the education of blind children.
   ____ To assist in the education of partially sighted children.
   ____ To assist in the education of deaf children.
   ____ To assist in the education and rehabilitation of children in Child Welfare centers.
   ____ To assist in the training of retarded children.
   56% To assist in the rehabilitation and education of inmates in penal institutions.
   ____ To assist in the education of undergraduates in TB hospitals and to furnish general services and/or materials to all TB patients.
   ____ To assist in the education and rehabilitation of emotionally disturbed children.
   ____ To assist in the rehabilitation of adult mental patients.

3. The Department of Libraries should offer ONLY consultative services to institutional libraries:

   28% yes   10% neutral   62% no

4. The Department of Libraries should not deal with the institutions at all; it should confine its role to offering consultative services to the State Departments which administer institutions, and the Department of Libraries should turn over all available LSCA grant funds to the State Departments which administer institutions:

   28% yes   10% neutral   62% no

5. Number from one to three the priorities for library service for the following institutionalized age groups:

   42% Geriatrics
   48% Children
   10% Adults

6. Special attention should be given to the library needs of black people in institutions:

49% yes 15% neutral 36% no

7. The Department of Libraries should continue centralized ordering and processing of books and other library materials for LSCA institutional grant programs:

70% yes 20% neutral 10% no

8. Check one. Funds for institutional library services should be budgeted at the following level:

55% The Department of Libraries
10% The institutions
0% The Departments which administer institutions.
___ A combination of the above. If this is checked, list the combination.

Department of Libraries and Institutions: 15%
Department of Libraries and Departments: 10%
All: 10%

APPENDIX A - #12

A questionaire was sent to each state agency in February, 1972, to determine the informational needs of government agencies. The results of that survey are listed below.

1. WHAT ARE YOUR INFORMATIONAL NEEDS?

68% (x) Books
24% (x) Films
64% (x) Government Documents
20% (x) Microfilm
68% (x) Periodicals (Magazines, Newspapers, etc.)
28% (x) Bibliographies
16% (x) Specialized. (Explain)
( ) Other (Explain)

2. WHAT DO YOU CONSIDER TO BE YOUR GREATEST INFORMATIONAL NEEDS?

   Research oriented materials -- primarily books, government documents and periodicals.

3. DO YOU USE THE RESOURCES OF THE STATE LIBRARY? Yes 76% (x) No 24% (x)

   If no, how are your informational needs met?

   Special Libraries.

   Professional organizations.

4. WHAT EXPANSION OF SERVICES COULD WE PROVIDE TO ASSIST YOUR DEPARTMENT IN MEETING THESE NEEDS?

   1. A union list of the major holdings of each of the State Agency Libraries.
   2. Listening center for music and tape cassettes.
   3. Strengthening of the book collection at the State Library in such subjects as public administration, economics, public finance and welfare.

APPENDIX A - #12

A questionnaire was sent to all School Superintendents in Kentucky during February, 1972. The results of that survey are listed below.

Elementary

1. Does your Elementary School Program include:

   a. Special Education or Exceptional Children (Please list programs in this category.) Yes (x) 47.5% No (x) 5%

   b. Other, please specify:
      Yes -- 12.5%
      No -- 1%

2. How many students participate: (approximate)

   a. Special Education or Exceptional Children 7,207

   b. Other 2,766

3. Do you project an increase or a decrease in these figures? How much? (If possible)

	1972-73	1973-74	1974-75	1975-76	1976-77
a.					
b.					

Answers not complete enough to tabulate.

4. Briefly evaluate library resources in your community which support these educational programs.

   The answers varied according to the individual situation.

5. What improvements in library resources are needed to better support your educational development plan?
   More materials.
   Expansion of facilities.
   Materials for special groups.
   Audio Visual materials.

APPENDIX A - #12

Secondary

1. Does your Secondary School Program include:

a.	Vocational Education	Yes (x) 50.5%	No (x) 1%
b.	College Preparatory	Yes (x) 46%	No (x) 2.5%
c.	Special or Remedial	Yes (x) 32.5%	No (x) 13.5%
d.	Other, please specify:	Yes - 14%	No - 16%

2. How many students participate: (approximate)

a.	Vocational Education	35,790
b.	College Preparatory	49,188
c.	Special or Remedial	9,654
d.	Other	16,852

3. Do you project an increase or a decrease in these figures? How much? (If possible)

1972-73 1973-74 1974-75 1975-76 1976-77

a.

b. Answers not complete enough to tabulate.

c.

d.

4. Briefly evaluate library resources in your community which support these educational programs.

The answers varied according to individual situations.

5. What improvements in library resources are needed to better support your educational development plan?

Expansion of facilities.
Additional materials.
More vocational education materials.

APPENDIX A - #13

RULES AND REGULATIONS FOR DISTRIBUTION OF PUBLIC LIBRARY SERVICE FUND, 1971-1972

1. The filing period for applications is July 15, 1971 - August 15, 1971.

2. To qualify for a grant from the Public Library Service Fund, a Library Board must file an official application on the forms provided herewith.

3. The legislative intent of KRS 171.201 - 171.205 is to add to the public library service given by local communities and not to relieve such communities of their responsibilities (KRS 171.205).

THE FOLLOWING REQUIREMENTS ARE MADE TO CARRY OUT KRS 171.201, 171.202, 171.203 and 171.205

1. A County Public Library program must be legally established in any of the ways set forth by the Kentucky Revised Statutes. City Libraries may make a contract with a Fiscal Court for county library service.

2. Service must be given actively to rural areas, through bookmobiles or branch services or both.

3. Librarians must be certified by the Kentucky Board for Certification of Librarians.

4. County Libraries must be kept open at least the following hours, at least in 1971-72:

   for counties with a population under 15,000 .... 30 hours a week
   for counties with a population of 15,001-40,000 .... 36 hours a week
   for counties with a population of 40,001-75,000 .... 48 hours a week
   for counties with a population of 75,000 or over ...... 60 hours a week

5. Adequate, conveniently located space must be provided in the library building or room for study and reading in the library, and for sufficient shelving for the bookstock, or plans must be prepared to provide such space.

6. Library Boards need to show evidence of advancement each year in the County Library program through as many as possible of the following:

   (a) Good rapport with Fiscal Courts and City Councils through regular contacts and reports.
   (b) Increase in local support.
   (c) Purchase of local books and needed equipment.
   (d) Increased training for Librarian(s) and Bookmobile Librarian(s).
   (e) Increased Library hours open (at least, assurance that hours will increase in
   (f) Better planned Bookmobile service.
   (g) Improved Library building.
   (h) Programs for the public, consisting of:
      (1) Educational discussion groups.
      (2) Film Forums
      (3) Informal classes.

    (4) Children's story hours.
    (5) Active programs to help the disadvantaged.
  (h) Good regular publicity by newspapers and by radio.

7. Local income from public sources must not be reduced below that of the previous year. Every effort must be made to increase local income each year.

8. Library Boards must meet at least 10 times each year for transaction of Library business and for the study of Library and Bookmobile problems. A quorum must be present at each meeting.

APPENDIX A - #13

APPLICATION FOR STATE AID

1971 - 1972

County ____________________ **Date** ____________________

Library ____________________ **Address** ____________________

____

	Income 1969-1970	Income 1970-1971	Appropriation 1971-1972
Taxing District			
Fiscal Court			
City			
Board of Education			
Donations			
State Aid			
Other			
TOTAL			

I. LEGALITY:

Is your Library a legally established City or County or District Library? __________

If a City Library, has the Library Board contracted with the Fiscal Court for legally established County service? __________

Date and page of Record in Fiscal Court Minutes: __________

II. SERVICE TO RURAL AREAS:

How does your Library give active service to rural areas?

a. By Bookmobile service __________
b. By Branch Library service __________
c. By both __________

III. BOOKMOBILE SERVICE:

Please check the following:

a. No. of monthly community stops served by the Bookmobile? __________
b. No. of monthly school stops served by the Bookmobile? __________
c. No. of monthly stops to shut-ins? __________
d. No. of monthly deposit stations? __________

d. How many hours each week does the Bookmobile run? ____________________

e. How many momths each year does the Bookmobile run? ____________________

f. Does your Bookmobile Librarian help teachers and children to examine books in the Bookmobile? ____________________

g. Are Bookmobile stops reviewed by the Library Board at intervals? __________

IV. CERTIFICATION OF LIBRARIAN:

____
Name of local Librarian

Please give the type of certificate, certificate number and the date of the Certificate for Librarianship held by your Librarian:

Name ____________________
Type ____________________
Number ____________________
Expiration Date ____________________

Please give the type of certificate, certificate number and the date of the Certificate for Librarianship held by your Bookmobile Librarian:

Name ____________________
Type ____________________
Number ____________________
Expiration Date ____________________

If your Librarian is not certified by the Kentucky Board for Certification of Librarians, please explain: ____________________

V. LIBRARY - HOURS OPEN:

What are the hours open for your Library?

	SUMMER		WINTER
Monday		Monday	
Tuesday		Tuesday	
Wednesday		Wednesday	
Thursday		Thursday	
Friday		Friday	
Saturday		Saturday	

What is the 1960 population of your County? ____________________

(Please see requirements for hours open in Rules and Regulations for State Aid.)

VI. LIBRARY BUILDING:

Is your Library building adequate in the following:

a. Size ____________________
b. Lighting ____________________
c. Heat ____________________
d. Convenience of location __________

Is your Library making plans to correct any Library building deficiencies? ________

VII. ADVANCEMENT OF LIBRARY PROGRAM:

To show evidence of advancement of your Library Program in serving all citizens, please check the following:

a. Amount of increase in appropriated local support in 1971-1972 over the previous year? ________
b. Number of local books purchased? ________
c. Needed equipment purchased? ________
d. Amount of training obtained during the past fiscal year for the Librarian? ________
   Bookmobile Librarian? ________
e. Number of hours open added to the Library in 1970-1971? ________
f. Programs provided in the Library:

TYPE	SUBJECT	NO. OF MEETINGS
Educational discussion groups:		
Film Forums:		
Informal Classes:		
Children's Story Hours:		

Methods used to help the disadvantaged:

a. Aid to Head Start Programs ________
b. Formation of groups to bring disadvantaged to the Library ________
c. New Bookmobile stops in disadvantaged areas ________
d. Special Programs ________
e. Use of lists for poor readers ________

(NOTE: If answers are yes to the above, explain in detail on an additional sheet.)

Publicity provided for Newspapers: ________

Publicity provided for radio: ________

VII. MISCELLANEOUS INFORMATION

a. Does your Library participate in a Multi-County Library Region? ____________
b. Has your County had a successful vote or petition to establish a Library District, with the levy of a Library Tax? ______________________
c. What, in the opinion of the Library Board, is needed most to facilitate improvement of your Library and Bookmobile program? ________________
d. Is your Library Board working for these objectives? ________________
e. How many times did your Library Board meet last year? ______________
f. Were any Library Board Members absent more than 3 times during the year? ___

I hereby certify the above information to be completely true for ______________ County for the fiscal year __________________.

Signed ______________________ Chairman, Library Board

Signed ______________________ County Judge

Signed ______________________ Notary Public

APPENDIX A - #14

COUNTY & TOWN	LIBRARY	TELEPHONE	LIBRARIAN
ADAIR			
Columbia 42728	LAKE CUMBERLAND REGIONAL	384-4211	
	Adair County*	384-2472	Mrs. David (Ruth) Cunigan
	Adair County Bookmobile		Mrs. Pauline Reliford
ALLEN			
Scottsville 42164	Allen County*	237-3861	Mrs. Arthur Vaughan
	Allen County Bookmobile		Mrs. Billy Simmons
ANDERSON			
Lawrenceburg 40342	Anderson County Public*	839-6420	Mrs. George (Ann) McWilliams
	Anderson County Bookmobile		Mrs. Lewis (Sarah) Gerow
BARREN			
Glasgow 42141	BARREN RIVER REGIONAL	651-5530	Regional Staff
	Mary Wood Weldon Memorial*	651-2824	Mr. William Tuceling
	Barren County Bookmobile		Mrs. Bonnie Curd
	Cave City Branch*		Mrs. Joyce Rock
BATH			
Owingsville 40360	Bath County*	±674-2531	Mrs. Peggy Staton
	Bath & Menifee County Bookmobile		Miss Jean Johnson
BELL			
Middlesboro 40965	Bell County Librarian*	±248-4812	Mrs. Virginia Green
	Middlesboro Public*	" "	Mrs. Elizabeth Callison
	Bell County Bookmobile #1		
Pineville 40977	Pineville Public*	±337-3422	Mrs. June Culton
	Bell County Bookmobile #2		Mrs. Eunice Hensley
BOURBON			
Paris 40361	Paris-Bourbon County Public*	±987-4419	Mrs. Anne Rogers
	Bourbon County Bookmobile		Mrs. M. Belle Leeds
BOYD			
Ashland 41101	Ashland Public	±324-8010	Miss Juliette Bryson
BOYLE			
Danville 40422	Danville Library*	±236-8466	Mrs. Rosemary Hammond
	Boyle County Bookmobile		Mrs. Grace Gettinger

± DENOTES 606 AREA CODE
* Member of a Regional Library System
** County Participating in a Library Demonstration

BRACKEN			
Augusta 41002	Knoedler Memorial		Miss Peggy Grainge
BREATHITT			
Jackson 41339	Mary B. Gray*	±666-5541	Mrs. Carrie Hunt
	Breathitt County Bookmobile		Mr. Sol Noble
BRECKINRIDGE			
Hardinsburg 40143	Breckinridge County*	756-2323	Mrs. Betty Carden
	Breckinridge County Bookmobile		Mrs. Marianna Keys
Cloverport 40111	Cloverport Branch*		Mrs. Edna Purcell
Irvington 40146	Irvington Branch*		Mrs. Virginia Carden
BULLITT			
Shepherdsville 40165	Ridgeway Memorial*	543-7675	Mrs. John E. Stottman
	Bullitt County Bookmobile		Miss Ruth A. Stottman
Lebanon Junction 40150	Lebanon Junction Branch*		Mrs. Doris VanVactor
Mt. Washington 40047	Mt. Washington Branch*		Mrs. Ruth Ball
BUTLER			
Morgantown 42261	Butler County*	526-4722	Mrs. Esther B. Smith
	Butler County Bookmobile		Mrs. Lillian Langford
CALDWELL			
Princeton 42445	PENNYRILE REGIONAL	365-6674	Miss Mary Wilson Eldred
	George Coon Memorial*	365-2884	Mrs. George Pettit
	Caldwell County Bookmobile		Mrs. I. Z. Lewis
CALLOWAY			
Murray 42071	PURCHASE REGIONAL	753-6461	Mr. Gerald Miller
	Calloway County Public*	753-2288	Mrs. Margaret Trevathan
	Calloway County Bookmobile		Mrs. Carolyn Adams
CAMPBELL			
Newport 41071	Newport Public	±261-3114	Mrs. Bernice Block
CARROLL			
Carrollton 41008	Carroll County Public	732-6352	Mrs. D. B. Morgan
CASEY			
Liberty 42539	Casey County		Mrs. Faye White
CHRISTIAN			
Hopkinsville 42240	Hopkinsville Public*	886-2400	Mr. David Cumbee
	Christian County Bookmobile		Mrs. Kenneth Ruys
CLARK			
Winchester 40391	Public Library**	±744-5661	Mrs. Lynne Boxley
	Clark County Bookmobile		Mrs. Polly Elam

CLAY **Manchester 40962**	Clay County*	±598-2617	
	Clay County Bookmobile		Miss Gladys Jones
	Supervisor		Mrs. Marion C. Martin 231 White Street
CLINTON **Albany 42602**	Clinton County*	±387-5989	Mrs. Eloise Smith
	Clinton County Bookmobile		Mrs. Ted Tallent
CRITTENDEN **Marion 42064**	Crittenden County*	965-3354	Mrs. Margaret Waters Rhem
	Crittenden County Bookmobile		Mrs. Cruce McDonald
CUMBERLAND **Burkesville 42717**	Cumberland County*	564-2207	Mrs. Mace Hayden
	Cumberland County Bookmobile		Mrs. Norman Hurley
DAVIESS **Owensboro 42301**	GREEN RIVER REGIONAL	685-4514	Mrs. Lucile Callis
	Owensboro - Daviess County Public*	684-0211	Mrs. Alice Gene Lewis
	Daviess County Bookmobile		Mr. Otis Wiggins
EDMONSON **Brownsville 42210**	Edmonson County*	597-2146	Mrs. Harold Smith
	Edmonson County Bookmobile		Mrs. Goldie Spainhoward
ELLIOTT **Sandy Hook 41171**	Elliott County Bookmobile		Ms. Mary Ellen Henson
ESTILL Irvine 40336	Estill County Public *	±723-3030	Mrs. Ruth Cox
	Estill County Bookmobile		Mrs. Anita Jones
FAYETTE Lexington 40507	Lexington Public*	±254-8220	Mrs. William Phelps
	Fayette County Bookmobile	±254-7995	Mrs. Geneva Pullen, Supvr.
FLEMING Flemingsburg 41041	Fleming County*	±845-7851	Mrs. Lyla Lee Humphries
	Fleming County Bookmobile		Mrs. Lena Mae Lowe
FLOYD Prestonsburg 41653	EASTERN KENTUCKY REGIONAL	±886-6311	Mr. Homer L. Hall
	Floyd County Public*	±886-2981	
	Floyd County Bookmobile #1		
	Floyd County Bookmobile #2		Mrs. Ruby Hall
FRANKLIN Frankfort 40601	CAPITOL REGION	227-7842	Mrs. Ellen Hellard
	Paul Sawyier*	223-2556	Mrs. Catherine Strohl
	Franklin County Bookmobile		Mrs. James Polsgrove
FULTON Fulton 42041	Fulton Public*	472-3439	Mrs. John Daniel
	Fulton County Bookmobile		Mrs. Mary Lou Blackstone
Hickman 42050	Hickman Public*	236-2464	Mrs. Mozelle Johns

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GARRARD			
Lancaster 40444	Garrard County Public*	±792-3424	Mrs. Barbara Getman
	Garrard County Bookmobile		Mrs. Joan Tussey
GRANT			
Williamstown 41097	Grant County		Mrs. Joe Lanter
	Grant County Bookmobile		Mrs. Mabel Pulliam
GRAVES			
Mayfield 42066	Mayfield - Graves County*	247-2911	Mrs. Joanne Cloar
	Graves County Bookmobile		Mrs. Rachel Davis
Fancy Farm 42039	Fancy Farm Branch*		Mrs. Marietta Spalding
Symsonia 42082	Symsonia Branch*		Mrs. Pauline Henry
GRAYSON			
Leitchfield 42754	Leitchfield Woman's Club		Mrs. Victor Young
GREEN			
Greensburg 42743	Jane Todd Crawford - Green Co.*	932-7081	Mrs. Roxie Mahan
	Green County Bookmobile		Mrs. Elizabeth Clark
GREENUP			
Greenup 41144	Greenup County*	±473-6481	Mrs. Dorothy Griffith
	Greenup County Bookmobile		Mrs. Ruth McLeod
Flatwoods 41139	Flatwoods Branch*	±836-3771	Mrs. Sharon Haines
Russell 41169	Russell Public*		Mrs. Sharon Lanham
South Shore 41175	South Shore Branch*	±932-4478	Mrs. Sue Evans
HANCOCK			
Hawesville 42348	Hancock County*	927-6760	Mrs. Beatrice Tongate
	Hancock County Bookmobile		Mrs. Mary Ogle
Lewisport 42351	Lewisport Branch*		Mrs. Deloise Roberts
HARDIN			
Elizabethtown 42701	LINCOLN TRAIL REGIONAL	769-1597	Miss Sue Holbert
	Hardin County*	765-4073	Miss Bonnie Goodman
	Hardin County Bookmobile		Mrs. Corine Preston
HARLAN			
Harlan 40831	Harlan Public*	±573-5220	Miss Ethel Wyatt
	Harlan County Bookmobile		Mrs. R. L. Essary
Cumberland 40823	Rebecca Caudill*	±589-2409	Mrs. Carey Evans
HARRISON			
Cynthiana 41031	Cynthiana Public*	±234-4881	Mrs. Christine Burgan
	Harrison County Bookmobile		Mrs. Violet Barnes
Berry 41003	Berry Branch		Mrs. Guy Perkins

HART			
Horse Cave 42749	Horse Cave Free Public*	[illegible]	Mrs. [illegible] Salmon
Munfordville 42765	Hart County*	524-0553	Mrs. Carl Thacker
	Hart County Bookmobile		Mrs. Patty Buckner [illegible]
HENDERSON			
Henderson 42420	Henderson Public*	826-3712	Miss Sara Winstead
	Henderson County Bookmobile		Mrs. Patsy Thomas
HENRY			
Eminence 40019	EDEN SHALE REGIONAL	845-5876	Mrs. Sara LaRoche
	Henry County*	845-7051	Mrs. Eileen Frewitt
	Henry County Bookmobile		Mrs. [illegible] Vaughan
HOPKINS			
Madisonville [illegible]	Madisonville Public	[illegible]-3986	Mrs. [illegible]
JACKSON			
McKee 40447	Jackson County	[illegible]	Mrs. Opal Muncy
	Jackson County Bookmobile		
JEFFERSON			
Louisville 40203	Louisville Free Public	[illegible]54	Mr. C. R. Graham, Director
			Mr. William Garnar, Asst. Direc
	Jefferson County Bookmobile #1		Mr. Charles Chandler
	Jefferson County Bookmobile #2		Mrs. Joseph Blanford
	Jefferson County Bookmobile #3		Mr. William Savage
	Bon Air Branch	459-5242	Miss Amanda Byrne
40220	2816 Del Rio Place		
	Cabbage Patch Branch		Mr. Robert Ray
40208	1413 S. 6th St.		
	California Branch	582-1829	Mrs. Martha McCoy
40210	1600 W. St. Catherine St.		
	Crescent Hill Branch	896-1012	Mrs. Ann Norman
40206	2762 Frankfort Avenue		
	Eastern Branch	585-2642	Mrs. Margaret L. Bowers
40203	600 Lampton		
	Eastern Parkway Branch		Miss Rita Douthitt
40217	701 Eastern Parkway		
	East Louisville Branch		Mr. Louis Belva
40202	624 East Jefferson St.		
	Fincastle Branch	458-4387	Mr. Ray Spears
40213	3512 Fincastle Road		
	Harris Branch	778-7067	Mr. Benjamin Jordan
40211	1709 South 38th St.		
	Highland Branch	451-4646	Mrs. Betsy Dienes
40204	1000 Cherokee Road		
	Highland Park Branch	367-1125	Mr. Robert Ray
40209	4456 Park Blvd.		

Louisville **40215**	**Iroquois Branch** **601 West Woodlawn Ave.**	367-1236	Mrs. Virginia Immerman
40203	**Jefferson Branch** **1718 W. Jefferson**	584-4015	Mrs. Henrietta Lyon
40210	**LaSalle Place Branch** **20 LaSalle Place**		Miss Rita Douthitt
40205	**Outer Highlands Branch** **2225 Bardstown Road**	454-3605	Mrs. Eloise Bader
40211	**Parkland Branch** **2743 Virginia Ave.**	772-1212	Mrs. Martha McCoy
40212	Portland Branch 3305 Northwestern Pkwy.	778-6531	Mrs. Dorothy Whitman
40211	Shawnee Branch 3912 W. Broadway	774-5122	Mrs. Martha McCoy
40203	Shelby Park Branch 600 E. Oak St.	634-9231	Miss Nancy Sabrie
40215	Taylor Boulevard Branch 3451 Taylor Blvd.	361-4577	Mrs. Thelma Chandler
40203	Western Branch 604 S. 10th St.	584-5526	Mrs. Ruth Harry
Fern Creek 40291	Fern Creek Branch 6104 Bardstown Road		Mrs. Anna Frances Korfhage
Jefferson-town 40209	Jeffersontown Branch 10631 Watterson Trail	267-8344	Mrs. Emma L. Pritchett
Middletown 40043	Middletown Branch 12400 Main St.	245-0532	Mr. Roger Gilbert
Okolona 40219	Okolona Branch 8620 Preston	964-3515	Mr. Paul R. Wright
St. Matthews 40207	Eline Memorial 4210 Church Way	895-8134	Mrs. Ann Norman
Shively 40216	Newman Memorial 3920 Dixie Hwy.	448-6325	Mrs. Florence Griffin
Valley Station 40172	Valley Station Branch 10646 Dixie Highway	937-6296	Mrs. Irma Auton
Pleasure Ridge Park 40258	Waverly Branch Waverly Community Building	935-1259	Miss Michelle Potter
JESSAMINE Nicholasville 40356	BLUEGRASS REGIONAL	±885-3612	Mrs. Emily Clark
	Withers - Jessamine County*	±885-3523	Mrs. Raymond Young
	Jessamine County Bookmobile		Mrs. James (Ruby) Fisher
JOHNSON Paintsville 41240	Johnson County Public*	±789-4355	Mrs. Patricia Patton
	Johnson County Bookmobile		Mr. Terry Music

KENTON			
Covington 41011	NORTHERN KENTUCKY REGIONAL	±581-1368	Mr. Philip Carrico
	Kenton County*	±431-0350	Miss Mary Ann Mongan
	Kenton County Bookmobile		Mrs. Cleora Binder
	Kenton County Bookmobile		Miss Nancy Lang
41018	Erlanger Branch*	±341-3317	Miss Emily Logan
KNOX			
Barbourville 40906	Knox County Public*	±546-5339	Mrs. Mabel Smith
	Knox County Bookmobile		Mrs. Brenda Maiden
LARUE			
Hodgenville 42748	Larue County Public*	358-3851	Mrs. Helen Hines
	Larue County Bookmobile		Mrs. Mary Frances Poteet
LAUREL			
London 40741	CUMBERLAND VALLEY REGIONAL	±864-9346	
	Laurel County*	±864-5759	Mrs. Verlon Radecki
	Laurel County Bookmobile		Mrs. Gladys Brewer
LAWRENCE			
Louisa 41230	BIG SANDY REGIONAL	±638-4797	Mrs. Pearl Greer
	Lawrence County*	±638-4497	Mrs. Howard (Faye) Moore
	Lawrence County Bookmobile		Mrs. Eula Liming
LEE			
Beattyville 41311	Lee County*	±464-8014	Mrs. Anna Lee Abner
	Lee County Bookmobile		Mr. Ronnie Brandenburg
LESLIE			
Hyden 41749	Leslie County*	±672-2460	Mrs. Marion Beasley
	Leslie County Bookmobile		Mr. Mason Collett
LETCHER			
Whitesburg 41858	PINE MOUNTAIN REGIONAL	±633-7503	Mr. Don Amburgey
	Letcher County District*	±633-7547	Miss Virginia Goodwin, Dist. Lib
	Letcher County District* (Circulation)	" "	Mrs. Dorothy Brown, Circ. Libn.
	Letcher County Bookmobile		Mrs. Lorraine Rudd
Jenkins 41537	Jenkins Public* (Circulation)	±832-4101	Mrs. William R. Mullins, Circ.Lib
	Letcher County Bookmobile		Mrs. Claudia Anderson
Neon 41840	Lillian Webb Memorial*	±855-7913	Mrs. Gladys Craft
LEWIS			
Vanceburg 41179	Lewis County*	±796-2532	Mrs. Helen Rayburn
	Lewis County Bookmobile		Mrs. Doris Thoroughman
Tollesboro 41189	Tollesboro Branch*		
LINCOLN			
Stanford 40484	Harvey Helm Memorial*	±365-7513	Mrs. Betsy Elliott
	Lincoln County Bookmobile		Mrs. Anna Lee Kirkpatrick

LOGAN			
Russellville 42276	BARREN RIVER REGIONAL	726-9889	Mrs. Evelyn Richardson
	Logan County Public*	726-6129	Mrs. Lillian Noe
	Logan County Bookmobile		Mrs. Glenda Hall
Adairville 42202	Adairville Branch*		Mrs. Geneva Quesenberry
Auburn 42205	Auburn Branch*		Mrs. Jessie Meguiar
Lewisburg 42256	Lewisburg Branch*		Mrs. Wilma Green
LYON			
Eddyville 42038	Lyon County Library*	388-7720	Mrs. Eddith Wicker
	Lyon County Bookmobile		Mrs. Janette Miller
McCRACKEN			
Paducah 42001	Paducah Public*	443-2664	Mr. Tom Sutherland
	McCracken County Bookmobile		Mrs. Geraldine Reed
MADISON			
Richmond 40475	City-County Public	±623-4098	Mrs. Pat Bootes
	Woman's Club		Mrs. Margaret Potts
MAGOFFIN			
Salyersville 41465	Magoffin County*	±349-2411	Mrs. Nadine Preston
	Magoffin County Bookmobile		Mrs. Ruth Stephens
MARION			
Lebanon 40033	Marion County Public*	692-4698	Mrs. Veronica Hall
	Marion County Bookmobile		Mrs. Martha Elder
MARSHALL			
Benton 42025	Marshall County*	527-9969	Mrs. Sonja Harnice
	Marshall County Bookmobile		Mrs. Rebecca McGregor
Calvert City 42029	Calvert City Public*	395-5745	Mrs. Lewis Grief
Hardin 42048	Hardin Branch*		Mrs. Barbara Sirls
MARTIN			
Inez 41224	Martin County Public	±298-3298	Mrs. Freeda Haney
	Martin County Bookmobile		Mrs. Marie Hensley
MASON			
Maysville 41056	Maysville - Mason County Public*	±564-3286	Mrs. Robert (Dorothy) Hellard
	Mason County Bookmobile		Mrs. Charles (Mary Frances) Sapp
MEADE			
Brandenburg 40108	Meade County*	422-2094	Mrs. Marie R. Coleman
	Meade County Bookmobile		Mrs. Bonnie Prochaska
Muldraugh 40155	Muldraugh Branch*		Mrs. Imogene Warren
MENIFEE			
Frenchburg 40322	Menifee County Public*	±768-6461	Mrs. Betty Gibbs
	Bath & Menifee Co. Bookmobile		See Bath Co. Bookmobile
MERCER			
Harrodsburg 40330	Mercer County Public**	±734-3680	Mrs. Leslie Dedman
	Mercer County Bookmobile		Mrs. Betty Ann Wheeler

METCALFE			
Edmonton 42129	Metcalfe County Public*	432-4981	Mrs. Lasca B. Martin
	Metcalfe County Bookmobile		Mrs. Esther DeVore
MONROE			
Tompkinsville 42167	William B. Harlan Memorial*	487-5301	Mrs. Frank Hall
	Monroe County Bookmobile		Mrs. Lucille Abney
MONTGOMERY			
Mt. Sterling 40353	Mt. Sterling	±498-2404	Mrs. Edith Wills
MORGAN			
West Liberty 41472	J.F.K. Memorial*	±743-4151	Mr. Edwin Lacy
	Morgan County Bookmobile		Mr. Carl Thomas Davis
MUHLENBERG			
Greenville 42345	Muhlenberg County Librarian*	338-4760	Miss Peggy Stovall
	Harbin Memorial*	" "	Mrs. Helen M. Gardner
	Muhlenberg County Bookmobile		Mrs. Connie Neathamer
Central City 42330	Central City Public*	754-4630	Miss Louise Vincent
NELSON			
Bardstown 40004	Nelson County Memorial*	348-3714	Mrs. Paul Hohman
	Nelson County Bookmobile		Mrs. Sara Cotton
Bloomfield 40008	Bloomfield Free Public*		Miss Martha Dennis
Boston 40107	Boston Branch*		Mrs. Gladys Greene
Chaplin 40012	Chaplin Branch*		Mrs. Helen Hardin
Cox's Creek 40013	Cox's Creek Branch*		Miss Susan Devell
New Haven 40051	New Haven Branch*		Mrs. P. D. Johnson
NICHOLAS			
Carlisle 40311	BUFFALO TRACE REGIONAL	±289-5139	Mrs. Mary C. Dawkins
	Nicholas County Memorial*	±289-5595	Mrs. Elsie Snelling
	Nicholas County Bookmobile		Mrs. Annette Hughes
OHIO			
Hartford 42347	Ohio County Public*	298-3790	Mrs. J.C. (Reunelle) Riley
	Ohio County Bookmobile		Mrs. Edwina Wade
OLDHAM			
LaGrange 40031	Oldham-Duerson Library*	222-1133	Mrs. Eleanor Kerce
			Mrs. Verna Ward
	Oldham County Bookmobile		Mrs. Margaret Fishback
OWEN			
Owenton 40359	Owen County*	484-3450	Mrs. Frances Beverly
	Owen County Bookmobile		Mrs. Frank (Ruby) Frazier
OWSLEY			
Booneville 41314	Owsley County*	±593-5700	Mrs. Ruby Gibson
	Owsley County Bookmobile		" " "

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PENDLETON			
Falmouth 41040	**Pendleton County***	±654-8535	Mrs. Othelia Moore
	Pendleton County Bookmobile		Mrs. Irene Aulick
PERRY			
Hazard 41701	**Perry County Public***	±436-2475	Mrs. Don Ward
	Perry County Bookmobile		Mrs. Opal Nickell
	Perry County Bookmobile		Mrs. Lillian Sizemore
PIKE			
Pikeville 41501	**Pikeville Free Public***	±432-1285	Miss Lena T. Porter
Stone 41567	**Stone Public***	±353-7386	Mrs. Ray Davis
	Pike County Bookmobile		
Elkhorn City 41522	Elkhorn City Public*	±754-5451	Mrs. Hester Hunt
POWELL			
Stanton 40380	Powell County		Mrs. Leona Warren
	Powell County Bookmobile		Mrs. Beulah Brewer
PULASKI			
Somerset 42501	Pulaski County Librarian*	±679-1734	Mrs. Rodney (Donna) McFall
	Pulaski County*	" "	Mrs. Howard (Mabel) Pitts
	Pulaski County Bookmobile		Mrs. Edward (Patricia) Jones
Burnside 42519	Burnside Library*		Mrs. Colleen Garland
ROCKCASTLE			
Mt. Vernon 40456	Rockcastle County*	±256-2388	Mrs. Phillip (Alleyne) Davis
	Rockcastle County Bookmobile		Mrs. Verl (Geraldine) Robbins
ROWAN			
Morehead 40351	Rowan County Public*	±784-7137	Mrs. Frankie Calvert
	Rowan County Bookmobile		Mrs. Sherry Armstrong
RUSSELL			
Jamestown 42629	Russell County*	343-3545	Mrs. Ethel Gaskin
	Russell County Bookmobile		Mrs. Velma Smith
SCOTT			
Georgetown 40324	Scott County Public*	863-3566	Mrs. Nathan Hall
	Scott County Bookmobile		Mrs. Mattie Griffith
Stamping Ground 40379	Stamping Ground Public*		
SHELBY			
Shelbyville 40065	Shelby County Public*	633-3803	Miss Katharine Nicholas
	Shelby County Bookmobile		Mrs. Howard P. Lawson
SIMPSON			
Franklin 42134	Goodnight Memorial*	586-8397	Mrs. Jack Gillespie
	Simpson County Bookmobile		Mrs. Bruce Pearson

SPENCER			
Taylorsville 40071	Spencer County	477-2670	Miss Catherine Marattay
	Spencer County Bookmobile		" " "
TRIGG			
Cadiz 42211	Trigg County Public	522-6301	Mrs. Frances Murphy
TRIMBLE			
Milton 40045	Trimble County Bookmobile*	268-5972	Mrs. Louise Ginn
UNION			
Morganfield 42437	Union County District*	389-1696	Mrs. C. W. Mauzy
Sturgis 42459	Sturgis Public*	333-5547	Mrs. Pat Calman
			Mrs. Betty Lamb
	Union County Bookmobile		Mrs. Stella Andre
			Mrs. Louise Mills
Uniontown 42461	Uniontown Public*		Mrs. Janelle Jenkins
WARREN			
Bowling Green 42101	Bowling Green Public*	781-4882	Mrs. Hiva Gildersleeve, Act. Lib
	Warren County Bookmobile		Mr. Oscar Allen
			Mr. James Hyatt
WASHINGTON			
Springfield 40069	Washington County*	±336-7655	Mrs. Joseph Haydon
	Washington County Bookmobile		Mrs. Herman Smith
WAYNE			
Monticello 42633	Wayne County Public*	±348-8565	Mrs. Clifford Bow
	Wayne County Bookmobile		Mrs. Betty Wright
WEBSTER			
Dixon 42409	Webster County*	639-9171	Mrs. J. P. (Mary) Crouse
	Webster County Bookmobile		Mrs. Betty Williams
Providence 42450	Providence Library*	667-5658	Mrs. Minnie Hall
WHITLEY			
Corbin 40701	Corbin Public*	±528-6366	Mrs. Dolores H. LeForce
Williamsburg 40769	Whitley County*	±549-0818	Mrs. Charles Freeman
	Whitley County Bookmobile		Mrs. Lelia Wyatt
			Mrs. Lillian Wilder
WOLFE			
Campton 41301	Wolfe County*	±668-6571	Mrs. Billye Howard Adams
	Wolfe County Bookmobile		Mr. Richard Stamper
WOODFORD			
Versailles 40383	Logan Helm - Woodford County*	±873-5191	Mrs. Carol Baughman
	Woodford County Bookmobile		Mrs. Dudley Gaines

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SPECIAL LIBRARIES

Ashland **41101**	**Ashland Oil & Refining Company Library** **P. O. Box 391**	±324-1111	Mrs. Maxine Magnuson
Fort Campbell **42233**	**Fort Campbell Library** **26th & Indiana**		Miss Glenna Piersall
Fort Knox **40102**	U. S. Army - Fort Knox Armor Center Special Services Library		Mrs. Louise Berry
	U. S. Army - Fort Knox Armor Human Research Unit Library		Mrs. Dorothy Herbert
	U. S. Army - Fort Knox Armor School		Miss Louise Wallace
Frankfort **40601**	Kentucky Department of Commerce Bush Building	564-4886	Mrs. Doris Arnold
	Kentucky Department of Corrections State Office Building	564-4726	Mr. Arthur Reynolds Director of Education
	Kentucky Department of Education State Office Building	564-4964	Mrs. Anne Hamilton
	Kentucky Department of Health 275 East Main	564-3796	Mr. Douglas Raisor
	Kentucky Department of Mental Health State Office Building	564-4787	Miss Ritchey Yost
	Kentucky Historical Society Old Capitol	564-3016	Mrs. Anne McDonald
	Kentucky Legislative Research Commission Library	564-3516	Miss Emily Huston Dawson
	Kentucky Program Development Office The Capitol	564-3605	Mrs. Barbara Williams

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Frankfort 40601	Kentucky State Archives & Records Service - Public Admin. Library 851 E. Main	564-3616	Mr. Howard Goodpaster
	Kentucky State Law Library The Capitol	227-7417	Captain Dick M. Wheat
Lexington 40508	Catholic Newman Center Library 320 Rose Lane		Mr. Raymond W. Barber
40505	Council of State Governments Ironworks Pike	±252-2291	Mrs. Barbara Nelson
40507	IBM Corporation, Office Products Div. Development Drive	±233-2000	Miss Jewell Castle
40501	Keeneland Association Library Box 1690	±254-3412	Mrs. Amelia K. Buckley
40507	Lexington Herald-Leader Co. 229-239 W. Short St.	±254-6666	Mr. Jack Perry
40505	Spindletop Research, Inc. Ironworks Pike	±252-5535	Mrs. Helen Rudnick
40507	U. S. Army - Lexington Bluegrass Army Depot Admin. Library	±252-1998	Miss Imogene Westfall
Louisville 40208	American Air Filter 215 Central Avenue	637-0011	Miss Charlotte Taylor
40216	American Synthetic Rubber Corp. Research & Development Dept.	448-2761	Mrs. Jewell Struble
40205	Blue Cross - Blue Shield 3101 Bardstown Road	452-1511	Mrs. Mary Collins
40201	Brown & Williamson Tobacco Corp. Research Department - 1600 W. Hill	774-7011	Mrs. Roberta Williams
40208	Catalysts & Chemicals P. O. Box 86	366-9541	Mrs. Roberta Fry
40201	Chemetron Corporation Chemicals Div. - P. O. Box 337	366-9541	Miss Doris Batliner

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Louisville **40202**	**Commonwealth Life Insurance Co.** **Commonwealth Building**	587-7371	Miss Kathy Gahlinger
40210	**CorHart Refractories** **1600 W. Lee**	778-3311	Mrs. Brenda King
40202	**Courier Journal & Louisville Times** **525 W. Broadway**	582-4545	Mrs. Josephine Johnson
40216	**E. I. Dupont** **Camp Ground Road**	772-3661	Mrs. Mildred Wilson
40203	The Filson Club 118 West Breckinridge	582-3727	Miss Evelyn Dale
40225	General Electric Company Major Appliance Lab A. P. 5 - 110B	452-4311	Mrs. Marian S. Veath
40208	Girdler Corporation 1721 S. Seventh St.	637-8701	Miss Agnes Simmons
40208	U. of L. Library Information Referral Center	636-4902	Mrs. Ruth Atwood
40202	Jefferson Law Library 400 Courthouse		Mrs. Maria Meuter
40202	Kentucky Bankers Association 425 S. Fifth St.	582-2453	Mrs. J. D. Brown
40218	Kentucky Rural Electric Coop. Corp. 4515 Bishop Lane	451-2430	Mr. Laden Futch
40202	Louisville Chamber of Commerce 300 West Liberty	582-2421	Miss Sharon Woodruff
40201	Seagram Distilling Company Seventh Street Road	634-1551	Miss Florence Higgins
40208	J. B. Speed Art Museum 2035 S. 3rd Street	636-2893	Mrs. Frances S. Whitfield
40211	Tube Turns 2612 Howard Street	774-6011	Miss Gail Smith

Louisville 40214	U. S. Naval Ordnance Station Iroquois Station	361-2641	Mrs. Anna D. Lollainin
Owensboro 42301	Texas Gas Transmission Corporation Technical & Law Libraries	683-2431	Mrs. Maudie Vittietow
Paducah 42001	Union Carbide Corporation P. O. Box 1410	444-6311	Miss Gladys Adams
Paris 40361	John Fox Jr. Library Duncan Tavern Historic Center	987-3288	Miss Elizabeth Steele
Trappist 40073	Trappist Abbey of Gethsemane	549-3117	Father Innocent Keith

HOSPITAL LIBRARIES

Covington 41014	St. Elizabeth Hospital Medical & School of Nursing Library	±581-1322	Mr. Don Smith
Ft. Knox 40121	Ireland Army Hospital		Mrs. Frances Wheat
Lexington 40508	Good Samaritan Hospital School of Nursing 310 S. Limestone	±252-6612	Mrs. Linda Columbia
40504	St. Joseph Hospital 1400 Harrodsburg Road	±278-3436	Mrs. M. J. Brown
40507	U. S. National Institute of Mental Health - Clinical Research Center Library - Leestown Road	±255-6812	Dr. James A. Graves
40505	U. S. Veterans Administration	±255-4461	Ms. Mildred M. Farr
Louisville 40203	Norton Memorial Infirmary 231 W. Oak Street	583-5371	Mrs. Mary D. White
40205	Our Lady of Peace Medical & Patients Library 2020 Newburg Road	451-3330	Sister Mary Ignella

Louisville 40204	St. Anthony's Hospital 1313 St. Anthony Place	583-5501	Sister Mary Omerita
40217	St. Joseph Infirmary 735 Eastern Parkway	636-7011	Miss Elizabeth Fischer
40215	Sts. Mary & Elizabeth Hospital 4400 Churchman Avenue	361-6285	Mrs. Ruth Gendron
40206	U. S. Veterans Administration Hospital Patients Library Zorn Avenue	895-3401	Mr. Frank Jesse, Jr.
40206	U. S. Veterans Administration Hospital Medical Library Zorn Avenue	" "	Miss Mildred Guthrie

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JUNIOR & SENIOR COLLEGE & SEMINARY LIBRARIES

Ashland 41101	U. of K. Ashland Community College 15th & Central	±325-8586	Mrs. Louise Davidson
Barbourville 40906	Union College Abigail Weeks Memorial Library	546-4151 (Ext. 137)	Mr. James B. McFerrin
Berea 40403	Berea College Hutchins Library	±986-3781	Miss Elizabeth D. Gilbert
Bowling Green 42101	Western Kentucky State University Margie Helm Library	745-3951	Miss Sara Tyler
	W.K.U. - Science Library	745-3958	Mrs. Virginia D. Neel
	W.K.U. - Kentucky Library	745-2592	Miss Julia Neal
Campbellsville 42718	Campbellsville College	465-8158	Mr. Brantley Parsley
Columbia 42728	Lindsey Wilson College Katie D. Murrell Library	384-2128	Ms. Gladys Murrell
Covington 41011	Northern Kentucky State College 1401 Dixie Highway	±581-3456	Mr. Bobby E. Holloway

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Cumberland 40823	U. of K. Southeast Community College	±589-2145	Ms. Gertrude Dale
Danville 40422	Centre College of Kentucky Walnut Street	±236-4374	Mr. John R. May, Director
Elizabethtown 42701	U. of K. Elizabethtown Community College	769-2371 (Ext. 287)	Ms. Betty Jane McFarland
Fort Knox 40121	U. of K. Ft. Knox Community College		
Fort Mitchell 41017	Thomas More College Box 85	±341-5800	Mr. John Bryant
Frankfort 40601	Kentucky State College Blazer Library East Main Street	564-5852	Mr. James O'Rourke, Director
Georgetown 40324	Georgetown College Cook Memorial Library	863-8011	Ms. Virginia Covington
Grayson 41145	Kentucky Christian College Library		Miss Ruth Beekman
Hazard 41701	U. of K. Hazard Community College 511 Broadway	±436-5721 (Ext. 48)	Mrs. Mary K. McLaren
Henderson 42420	U. of K. Northwest Community College 2260 S. Green	827-1867	Ms. Mary Ann Arthur
Hopkinsville 42240	U. of K. Hopkinsville Community College North Drive	886-3921	Mrs. Mary H. Wooten
Jackson 41339	Lees Junior College Library 601 Jefferson Street	±666-7521	Mr. Charles E. Hale
Lexington 40508	Lexington Theological Seminary Bosworth Memorial Library S. Limestone	±252-0361	Mr. Roscoe Pierson
40508	Transylvania College Frances Carrick Thomas Library	±233-8316	Miss Roemol Henry
40506	University of Kentucky Margaret I. King Library	±257-3801	Dr. Stuart Forth, Director

Lexington 40506	U. of K. Agricultural Experiment Station Library	±258-2758	Mrs. Mary Ruth Brown
	U. of K. - A. B. Chandler Medical Center	±233-6241	Mr. Omer Hamlin
	U. of K. Architecture Library	±258-5700	Mrs. Hunter Adams
	U. of K. Art & Music Library	±258-2800	Miss Norma Jean Gibson
	U. of K. Biological Sciences Library	±257-4692	Mrs. Nora Arnold
	U. of K. Chemistry - Physics Library	±258-4193	Mrs. Ellen P. Nash
	U. of K. College of Education Library	±258-4939	Mrs. Jane N. White
	U. of K. Engineering Library	±258-2965	Mr. Russell Powell
	U. of K. Geology Library	±258-5730	Mrs. Vivian S. Hall
	U. of K. Law Library	±257-1651	Mr. Paul Willis
	U. of K. Mathematics & Astronomy	±258-8037	Mrs. Beryl Gaither
London 40741	Sue Bennett College Library	±864-6770	Ms. Julia Rose
Louisville 40205	Bellarmine - Ursuline College 2000 Norris Place	452-8411	Ms. Betty Delius
40205	Louisville Presbyterian Seminary Lucy Stites Barrett Memorial Library	895-3411	Mr. Ernest M. White
40203	Spalding College 851 S. Fourth Street	585-9411	Sister Mary Collette Crone
40206	Southern Baptist Theological Seminary James P. Boyce Centennial Library	897-4806	Dr. Ronald Deering
40202	U. of K. Jefferson Community College 109 E. Broadway	584-0181 (Ext. 38)	Mrs. Dorothy Hagemann
40208	University of Louisville Belknap Campus - 2301 S. 3rd St.	636-4621	Mr. John T. Demos
	U. of L. Art Library	636-4711	Ms. Elizabeth A. Douthitt

Louisville 40222	U. of L. College Library 9001 Shelbyville Road	425-8376	Mrs. Frances Livingston
40208	U. of L. Law Library	636-4731	Mrs. Pearl Von Allmen
40202	U. of L. Kornhauser Medical Library 500 S. Preston	582-2866	Miss Joan Titley
40222	U. of L. Music Library Kentucky Southern Campus 9001 Shelbyville Road	425-8167	Miss Marion Korda
40208	U. of L. Natural Science & Life Science Library	636-4741 636-4405	Mrs. Bernice Shannon
40202	U. of L. School of Dentistry 501 S. Preston	583-6681	Mrs. Edna S. Miller
40208	U. of L. Speed Scientific School Engineering Library	636-4751	Miss Laura Kersey
Madisonville 42431	U. of K. Madisonville Community College	821-2250	Mrs. Helen Snider
Maysville 41056	U. of K. Maysville Community College	±759-7141	Mrs. Joyce Moore
Midway 40347	Midway Junior College	±846-4421	Ms. Frances A. Cook
Morehead 40351	Morehead State University Johnson Camden Library	±783-2250	Dr. Jack Ellis
Murray 42071	Murray State University Box 1126	762-2058	Mr. Charles Hinds
Nazareth 40048	Nazareth College of Kentucky Carroll Library	348-5931	Sister Timothy Maria Foley
Owensboro 42301	Brescia College Library 102 W. 7th Street	685-3131 (Ext. 213)	Sister James Edward Mudd
Owensboro 42301	Kentucky Wesleyan College	684-5261	Mr. Dan M. King
Paducah 42001	U. of K. Paducah Community College	442-6131	Ms. Sarah Miller

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Pikeville	Pikeville College O'Rear - Robinson Library Sycamore Street	±432-3161	Mrs. Joanne T. Baker
Pippa Passes 41844	Alice Lloyd Junior College	±785-5191	Mrs. Charlotte Madden
Prestonsburg 41653	U. of K. Prestonsburg Community College Bert Combs Drive	±886-2721	Mr. Robert J. Wallace
Richmond 40475	Eastern Kentucky State University John Grant Crabbe Library	±622-3606	Mr. Ernest E. Weyhrauch
St. Catharine 40061	St. Catharine Junior College	±336-3945	Sister Mary Margaret Kelly
St. Mary 40063	St. Mary's College Library	692-3133	Reverend Carl R. Fritz, C.R.
Somerset 42501	U. of K. Somerset Community College 808 Monticello Road	±678-8174	Mrs. Freda L. Howell
Williamsburg 40769	Cumberland College Norma Jean Perkins Hagan Memorial Library 821 Walnut Street	±549-0558	Mr. Humphrey A. Olsen
Wilmore 40390	Asbury College Morrison-Kenyon Memorial Library	±858-3511 (Ext. 248)	Mr. Wayne W. Woodward
Wilmore 40390	Asbury Theological Seminary B. F. Fisher Library	±858-3581 (Ext. 46)	Miss Susan A. Schultz
Winchester 40391	Southeastern Christian	±744-6212	Mrs. Shirley H. Barnes

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INSTITUTIONAL LIBRARIES (incomplete listing)

Anchorage 40223	Central State Hospital Patient Library - Lakeland Rd.	Mrs. Patty Allen
Danville 40422	Kentucky School for the Deaf	Mrs. Nadene May

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Danville 40422	Kentucky State Hospital Patient Library	Mrs. Annette Delaney
Dawson Springs 42408	Outwood State Hospital	Mrs. Delores Watkins (Materials Specialist)
Eddyville 42038	Kentucky State Penitentiary Inmate Library	Mr. David Pepper
LaGrange 40031	Kentucky State Reformatory Inmate Library	Mr. John Southard
Louisville 40206	Kentucky School for the Blind 1867 Frankfort Avenue	Mrs. Carol Frey
Pewee Valley 40056	Kentucky Correctional Institution for Women	Mrs. Ann Freeman

APPENDIX A - #15

LOCAL PUBLIC LIBRARY

AMORTIZATION GRANT CONTRACT

THIS AGREEMENT, made and entered into this day of 1968, by and between Department of Libraries, Commonwealth of Kentucky, hereinafter referred to as the FIRST PARTY, and hereinafter referred to as the SECOND PARTY.

WHEREAS, the First Party, in the exercise of its lawful duties, has determined upon the necessity of the of the following described building, to-wit:

not less than square feet in accordance with plans prepared by

WHEREAS, the Second Party desires to construct before mentioned library building at in accordance with plans filed with and approved by the First Party, said building to be constructed by and amortized over a period of years with revenue from rental paid by the Second Party.

NOW, THEREFORE, it is agreed between the parties hereto as follows:

1. The Second Party agrees to lease as lesee for one year the facilities with option to renew each year for years until $ with interest is paid, at which time title to the facility will be vested in the Second Party. The lease contract shall be submitted to First Party, prior to its execution, for approval of First Party within the confines of the agreement herein. Such lease contract must outline the contractual obligations of the Second Party to the First Party herein.

2. The Second Party agrees to notify, in writing, the First Party of any default on said lease or non-renewal of said lease 90 calendar days

prior to said default or non-renewal. In such case the First Party may at its option pay either the annual rental or the remaining balance, provided that the First Party has available appropriations for that purpose, and assume title to said facility, Second Party giving full cooperation and assistance in action necessary for assumption of the lease and/or title. First Party has the third alternative, in the default or non-renewal situation, of paying neither the rentals nor the remaining balance of the amortized cost.

3. First Party agrees to provide $ toward the annual rental payment (amortization) for one year and will contribute a like amount each year for 20 total years, if funds are budgeted by the Kentucky Legislature for this purpose. In the event of any default on or non-renewal of said lease, as mentioned in paragraph 2, herein, the continued payment by First Party of the annual payment is expressly contingent upon the option of First Party as to its choice of paying either the annual rental, or the remaining balance of cost, or the third alternative of paying neither.

4. Second Party agrees to file financial data and reports as required by Kentucky Statutes including complete costs of construction, planning and equipment for said facility and receipts for rental payments.

5. Second Party further agrees that First Party shall have authority to supervise and approve Plans, Specifications, Bid Documents, Contract Awards, Labor Rates, Payments, and all documents of obligation or expenditure for said building. Second Party agrees to keep all funds to be used for the building separate from all other funds and that records of such funds will be readily available for review or audit by the First Party or its Agent.

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IN TESTIMONY WHEREOF, the First Party hereunto sets its name by its duly authorized Agents and the Second Party hereunto sets its name by its duly authorized Board of Trustees.

First Party	Second Party
Department of Libraries	County Public Library District
Commonwealth of Kentucky	Board of Trustees
______________________________ Construction Administrator	______________________________ Chairman
______________________________ Business Manager	_______________ _______________ Secretary
______________________________ State Librarian	______________________________ Treasurer
	______________________________ Member
Examined and approved as to form and legality.	______________________________ Member
______________________________	

I certify that this voucher has been examined, that the proposed expenditure is authorized by appropriation and allotment and does not exceed the unencumbered balance of the allotment to which it is properly chargeable, and that the total estimated cost has been entered as a charge against ______________________.
(designate proper allotment)

______________________________ Commissioner of Finance	______________________________ Date

AGREEMENT

Agreement between the Department of Libraries of the Commonwealth of Kentucky and the Library Board of ______________________________ Library.

The Department of Libraries agrees to provide ______% of the total cost of Building and Equipment, hereinafter known as the project, from the Federal funds provided for in Public Law 91-600, as amended. The total cost of the project is estimated to be $____________, therefore, the Federal share will not exceed $____________ and shall be applied only to those expenditures deemed necessary to provide Library Service. The final decision as to what is necessary shall rest with the Department of Libraries. The Board of ______________________________ Library agrees to use the funds provided above and provide matching funds in an amount not less than ______%, or $____________, for the Construction and Equipment of a Library Building. The Board further agrees that the funds will be used only as deemed necessary and with the prior approval of the Department of Libraries.

The Department of Libraries is required by Federal regulation to assure to the Federal government the following items and, therefore, the Board of ______________________________ Library agrees to conform to these regulations.

(1). The project will be located in compliance with Executive Order No. 11296 and the requirements of Federal regulations which may be issued from time to time pursuant thereto relating to the evaluation of flood hazards.

(2). The project shall be constructed in a manner appropriate for the use of the facility by handicapped persons.

(3). There shall be open competitive bidding for all principal contracts for construction and initial equipment in accordance with State Law, and the contract shall be awarded to the lowest qualified bidder. Provided, however, that if one or more items of construction are covered by an established alternative procedure, consistent with State local laws and regulations, which is approved by the State agency as designed to assure construction in an economical manner consistent with sound business practice, such alternative procedure may be followed.

Agreement

(4). a. When the building or items of equipment (each initially costing $100 or more) in which cost the Federal government has participated are sold or no longer used for the purpose authorized, the Federal government shall be credited with proportionate share of the value of such facilities or equipment, the value being determined on the basis of the sale price in the case of a bona fide sale, or on the fair market value in the case of discontinuance of use, or diversion for other purposes.

b. Inventory and records are required to be kept for all items of equipment and an annual certification as to the validity of the inventory record will be submitted by the Library Board.

The Board agrees to keep all funds to be used for the project separate from all other funds and that records of such funds will be readily available for review or audit by the Department or its Agent and to make such reports as the Department deems necessary to fulfill its obligations under State and Federal Law.

Approval ______________________
(Date)

Approval ______________________
(Date)

Library Board Members:

____

____

____

____

____

____
State Librarian

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vised
June 10, 1972

LOCAL PUBLIC LIBRARY

AMORTIZATION GRANT CONTRACT

THIS AGREEMENT, made and entered into this __ day of _____ 19__,by and between the Department of Libraries, Commonwealth of Kentucky, hereinafter referred to as the FIRST PARTY, and the ________ County Public Library District Board of Trustees, hereinafter referred to as the SECOND PARTY.

WHEREAS, the First Party, in the exercise of its lawful duties, has determined upon the necessity of the _______ of the following described building, to-wit: __________________________, not less than ____________ square feet in accordance with plans prepared by ______________________, Architect, _______________, ________________, Kentucky.

WHEREAS, the Second Party desires to construct the before mentioned library building at _____ Street, ______, Kentucky, in accordance with plans filed with and approved by the First Party, said building to be constructed by the _________ County Public Library District Construction Corporation and amortized over a period of __ years with revenue from rental paid by the Second Party.

NOW, THEREFORE, it is agreed between the parties hereto as follows:

1. The Second Party agtees to lease as lessee for one year the facilities heretofore described with option to renew eacy year for __ additional years until $_____, with interest, is paid, at which time title to the facility will be vested in the Second Party. The lease contract

shall be submitted to the First Party, prior to its execution, for approval of First Party within the confines of the agreement herein. Such lease contract must outline the contractural obligations of the Second Party to the First Party herein.

2. The Second Party agrees to notify, in writing, the First Party of any default on said lease or nonrenewal of said lease 90 calendar days prior to said default or nonrenewal. In such case, the First Party may, at its option, pay either the annual rental or the remaining balance, provided that the First Party has available appropriations for that purpose, and assume title to said facility, the Second Party giving full cooperation and assistance in action necessary for assumption of the lease and/or title. The First Party has the third alternative, in the default or nonrenewal situation, of paying neither the rentals, nor the remaining balance of the amortized cost.

3. The First Party agrees to provide $______toward the annual rental payment (amortization) for one year and will contribute $______ each succeeding year for a total of 20 years, if funds are budgeted by the Kentucky Legislature for this purpose. In the event of any default on or nonrenewal of said lease, as mentioned in paragraph 2, herein, the continued payment by the First Party of the annual payment is expressly contingent upon the option of the First Party as to its choice of paying either the annual rental, or the remaining balance of cost, or the third alternative of paying neither.

4. The Second Party agrees to file financial data and reports as required by Kentucky Statutes, including complete costs of construction, planning, and equipment, for said facility and receipts for rental payments.

5. The Second Party further agrees that the First Party shall have authority to supervise and approve Plans, Specifications, Bid Documents, Contract Awards, Labor Rates, Payments, and all documents of obligation or expenditure for said building. The Second Party agrees to keep all funds to be used for the building separate from all other funds and that records of such funds will be readily available for review or audit by the First Part or its Agent.

IN TESTIMONY WHEREOF, the First Party hereunto sets its name by its duly authorized Agents and the Second Party hereunto sets its name by its duly authorized Board of Trustees.

FIRST PARTY.	SECOND PARTY
Department of Libraries Commonwealth of Kentucky	________ County Public Library District Board of Trustees
______________________ Construction Administrator	______________________ Chairman
______________________ Business Manager	______________________ Secretary
______________________ State Librarian	______________________ Treasurer
	______________________ Member
	______________________ Member

APPENDIX A - #15

Examined and approved as to
form and legality.

____
Assistant Attorney General

____
Date

I certify that this voucher has been examined, that the proposed expenditure is authorized by appropriation and allotment and does not exceed the unencumbered balance of the allotment to which it is properly chargeable, and that the total estimated cost has been entered as a charge against

_______________________.
(designate proper allotment)

____
Commissioner of Finance

____
Date

APPENDIX A - #15

AGREEMENT

We, the ____________________ County Public Library Board of Trustees, agree to use the facility remodeled through use of the Library Services Construction Act Grant, Title II, for twenty (20) years as a Public Library.

____________________, 197_.

____

____

____

____

____

APPENDIX A - #15

BASIC POLICIES AND PROCEDURES

LIBRARY SERVICES AND CONSTRUCTION ACT GRANTS

AND

KENTUCKY LOCAL PUBLIC LIBRARY AMORTIZATION GRANTS

DEPARTMENT OF LIBRARIES

COMMONWEALTH OF KENTUCKY

1971

BASIC POLICIES

The Department of Libraries has been designated by the Kentucky Revised Statutes as the agency to administer State funds for providing and equalizing public library services and for aiding in the establishment, extension, and development of local public library facilities. The Library Services and Construction Act designates the Department of Libraries as the administrator of Federal funds for library construction.

Therefore, the criteria for determining whether an area is without adequate library facilities have been set out in the 1971 Kentucky Library Facility Standards, a copy of which is attached.

The grants are made under the following criteria:

(a) All libraries requesting funds must provide proof of need for public library facilities and provide the necessary information requested on the Preliminary Application.

(b) All libraries requesting funds must provide proof of sufficient local income to maintain the building and to keep it open the number of hours per week recommended by the Department of Libraries.

(c) Librarians of libraries requesting funds must be certified by the Kentucky Board for the Certification of Librarians.

(d) Buildings or alterations must be planned and the construction supervised by an Architect registered in the Commonwealth of Kentucky and approved by the Department of Libraries. The approval by the Department of Libraries will be based on registration of the Architect and the experience as shown by the Architect in previous projects.

(e) The plans submitted by the Architect must be approved by the Department of Libraries as to size, adequacy, location, function, and suitability for services.

In addition to these criteria which must be met by all libraries participating in the program, the following PRIORITIES have been established:

(a) FIRST PRIORITY will be those counties or districts serving as headquarters for a multicounty federation (called Library Region), which have had a successful vote or petition for a library tax, which have an option on a suitable lot, and which have plans for construction of a conveniently located new library building or improvements of an existing building.

(b) SECOND PRIORITY will be given to those county or district libraries participating in multicounty federations (called Library Regions), which have had a successful vote or petition for a library tax, which have an option on a suitable conveniently located lot, and which have plans ready for construction of a new library building or improvement of an existing building.

(c) THIRD PRIORITY will be given to those county or district libraries participating in multicounty federations (called Library Regions), which have matching funds available, at least an option on a suitable lot, and plans ready for a new library building or improvements of an existing building.

(d) FOURTH PRIORITY will be given to a county or county district library system serving a population of 50,000 or more and not participating in multicounty federations (called Library Regions), which have matching funds available, at least an option on a suitable lot (if construction is anticipated), plans ready for a new library building or improvements to existing building, and sufficient operational funds assured.

NOTE #1.

Within each of these four priority classes, a Ranking System (see attachment) will be used to determine the order within the class. An optimum program of project funding will be decided on by the Board of Review, based on the recommendations of the Construction Administrator.

If Amortization funds are used, the funds granted annually will be based on amortizing 62 per cent maximum of the total project cost for non-Appalachian counties and 80 per cent maximum for Appalachian counties. The annual check will be based on $\frac{\text{TOTAL PROJECT COST X .62 (or .80)}}{10}$ regardless of the actual interest rate or loan period. This check shall be awarded to the County Library Board once a year for 20 years provided amortization funding is budgeted each biennium by the State Legislature.

If Library Services and Construction Act funds are used, the maximum rate shall be approximately 62 per cent of the total project cost. This amount will be given to the library district or holding company in four payments during the construction period. If the applicant county is in the Appalachian area, a supplemental grant of approximately 18 per cent of the total project cost will be made. This grant is coordinated with the four Library Services and Construction Act payments.

NOTE #2.

Provided the attached criteria for Purchase of Existing Buildings can be satisfactorily met, the total project may include the purchase and remodeling of an existing building if the total square foot cost of the project is less than two-thirds of the total square foot cost for providing an equivalent new facility.

PROCEDURES

The Kentucky Department of Finance requires the Department of Libraries to establish a procedure for approving or rejecting applications for construction funds. The procedures are as follows:

1. The first step for any county hoping to receiving a L.S.C.A. grant or an annual State grant for construction is to fill out the "Preliminary Application." A sample of the Preliminary Application is attached. These applications may be obtained from any Regional Librarian or from the Department of Libraries in Frankfort.

2. These applications should be filed as soon as possible by the Library Board after members determine that they would like to apply for a construction grant because date of receipt of the application is a part of the assignment of priorities within a class. The library which has filed the earlier application in this case will be served with grant funds first.

3. When the application is received in Frankfort, it will be reviewed for completeness by the Construction Administrator of the Department of Libraries. The applicant should submit schematic building plans, estimated annual budget statement, and statement of local funding sources.

4. If the Construction Administrator finds the application to be incomplete or obviously unacceptable for any reason, he will contact the Library Board involved, assisting them in getting their application in a form to be considered.

5. The State Librarian will then review the application to be sure it meets all criteria, and to assign it a priority classification.

6. In the second month of the fiscal year and every two months thereafter (if needed), with the date to be selected at the previous Board of Review, and announced to all Regional Librarians, the Construction Administrator will call a formal meeting of the Board of Review.

6. (a) The Board of Review will be made up of:

The State Librarian
The Assistant State Librarian
The Construction Administrator
The Business Manager
The Regional Librarian of the Region in which the Library participates
Any other staff member asked to attend by the State Librarian

7. At this meeting the Board of Review will take formal action on the project or projects for which application(s) is(are) complete. The Board will review the application(s) to ascertain that the requirements of the plan for grants have been met. The action of the Board will be to:

   (a) Approve the application as submitted, or

   (b) Approve the application but hold formal approval because other projects have a higher priority, or

   (c) Reject the application in the present form and notify the Library Board that it will be considered at a later date when certain corrections are made, or

   (d) Reject the application completely.

8. Promptly following the meeting of the Board of Review, those Library Boards whose applications have been rejected will receive notice of the rejection from the Department of Libraries.

9. When the application has been approved, (either completely or held because of priority reasons) the Board of Review will ask the Construction Administrator to notify the Library Board of the approval.

10. If the application is rejected, the letter will explain the reasons for the rejection, and the procedure to be followed by the Library Board if members desire to appeal the decision of the Board of Review.

11. Procedures for an appeal are as follows:

    (a) A Board of Appeals has been established, consisting of three people:

    One appointed by the Kentucky Library Trustees Association
    One appointed by the Friends of Kentucky Libraries
    One appointed by the Kentucky Library Association

(b) Within twenty-one days of the date of the letter of rejection, the Library Board must notify the Department of Libraries of the intent of members to appeal. This notification must be in writing, to the State Librarian, and include the basis for appeal. The appeal is to be filed by Registered Mail with the State Librarian who is charged then with the responsibility of notifying and convening the Appeal Board.

(c) The Appeal Board will notify, in writing, both the applicant and the State Librarian of the date (within three weeks), and place, at which a hearing will be held. After the hearing has been held, the Appeal Board will notify the State Librarian of it's recommendation.

(d) The State Librarian will consider the recommendation of the Appeal Board and render a final decision.

12. When the project has received approval of the Board of Review, the next steps are as follows:

(a) When the Board of Review has approved a project, the Construction Administrator will establish files for the following:

1. Official approval of the project by the Department of Libraries.

2. Official statements from the Library Board certifying that their project meets all requirements.

3. A budget showing:

(a) Cost of planning and architectural fees
(b) Cost of site
(c) Estimated cost of construction, and
(d) Cost of equipment

4. Construction of the project should be started in accordance with the following schedule:

Under $ 100,000	6 months
$ 100,000 to $ 250,000	9 months
$ 250,000 to $ 500,000	10 months
$ 500,000 to $ 750,000	12 months
$ 750,000 to $1,000,000	14 months
$1,000,000 and over	14 to 24 months

(b) Immediately upon approval, the Library Board of the project involved will receive a letter signed by the State Librarian which will state the approval of the project and yearly funds and note the next steps to be taken. These steps are:

1. The Library Board will establish a separate Bank Account into which will be deposited all funds making up the total budget of the construction project.

2. The Architect for the project immediately submits a list of Construction trades that will be involved to the State Department of Labor to quote the wage rate which the contractor will be required to pay.

3. The Architect will proceed immediately with the Working Drawings and Specifications for submission to the Construction Administrator for final approval by the Department before the project is advertised for bids.

4. When the Department has approved the Working Drawings, the plans will be completed and advertised publicly for construction bids.

5. The Bid Opening Date (coordinated with the Construction Administrator) shall be approximately 21 days after issuance of invitations.

6. The contract will be awarded to the "lowest and best" bidder, as mutually determined by the Library Board, the Architect, and the Construction Administrator of the Department of Libraries.

7. In case of serious disagreement as to which bid is "lowest and best", the final decision is to be made by the State Librarian.

8. The Architect will have the responsibility of notifying the Construction Administrator, one week in advance, when the building is ready for inspection. The building must be inspected by the Construction Administrator when the foundations are complete, during roofing, and at the completion of the building.

9. Payments will be made to the Architect and Contractor by the Library Board in accordance with State Law. These payments will be made from the bank account established to pay the bills for the project.

10. Duplicate copies of all invoices, checks, deposit documents, and all contractor's payrolls must be filed with the Department of Libraries to facilitate State Audits.

11. The Department of Libraries will assist the Library Board to whatever extent members desire in selecting and ordering the furniture and equipment for the project. The Department will supervise the advertisement for bids and purchase of the equipment. State Law must be adhered to and all requirements for public advertisement and bids be met. In any case, bidding for furniture and equipment must be competitive.

12. Payments will be made promptly to contractors and suppliers when approved by the Architect except that ten percent will be withheld until the satisfactory completion of the building has been officially approved by the Department, the Library Board, the Architect, and until the Construction Administrator has concluded his audit, and all necessary documents are on file in Frankfort.

Finally, it should be emphasized again that, aside from the responsibility for seeing that all State requirements are met, the Department of Libraries will act as counselor and advisor only. The Department is ready to help whenever help is wanted, but the Library Board makes the decisions.

SECONDARY PRIORITY POSITION FOR CONSTRUCTION GRANTS WITHIN A PRIORITY CLASS

The Library applying must be officially established as per the definition of County Library (Basic Policy) and criteria as established in the Basic Policy must have been met.

A. Primary Application

1. Priority Class (I, II, III or IV) as per the "Basic Policy".

2. Annual Per-capita Income for library services.

   Can Include: all assured funds; taxes, income from trusts or property, state aid.

   Cannot Include: fines, gifts (including those from fiscal courts or cities) or income from annual art exhibits, plays, shows, fairs, cookie sales, etc.

3. Date "correct" application filed; date received at the Department of Libraries. Priority ranking within class.

4. All previous steps being equal between any two or more applicants a "coin-flip" (or some other method acceptable to both parties) will determine the earlier recipient of funds.

B. Secondary Applications

1. Applications received for additions to or additional work on the same project or branches will be placed in one lower priority class than the County Board actually would qualify for with a "primary application" (ex: those who have received an LSCA grant and would qualify for Class I, would be dropped to Class II for additions or branches on their second or third application).

2. No application for additions or additional work on the same building will be considered until the facilities have been used for one complete year.

GENERAL
KENTUCKY LIBRARY
FACILITY STANDARDS
September 24, 1971

Population[1] Served	Size of Book Collection	No. Seats For Public Use	Closed Storage	Staff Work Space	Parking Spaces 1 Space 1000/Pop. Served	Meeting Room[3]		Total Floor Space Sq. Footage[3-4]
						Size	Seats	
Under 2,499	15,000	8	100	200	3+[2]	400	50	4,000 sq. ft.
2,500- 4,999	20,000	12	150	300	3-5+[2]	600	75	4,500 sq. ft.
5,000- 9,999	20,000 OR 3.0/Cap.	24	150	300	5-10+[2]	800	100	4,500 sq. ft. or 0.6 sq. ft. per cap whichever greater
10,000- 24,999	2.5/Cap.	36	200	400	10-25+[2]	800	100	6,000 sq. ft. or 0.4 sq. ft. per cap whichever greater
25,000- 49,999	2.5/Cap.	45	250	500	25-45+[2]	1500	200	10,000 sq. ft. or 0.4 sq. ft. per cap whichever greater
50,000-100,000	2.5/Cap.	60	500	1000	1 Parking Space/ 1,000 pop. served	2000	250	20,000 sq. ft. or 0.3 sq. ft. per cap whichever greater

[1] Libraries, whether county or branches, will be figured according to population to be served by the service area of the facility.

[2] Plus 1 space per full-time staff member.

[3] Where the service area is considered a poverty area, special design consideration is to be given to the potential educational use of the community room.

[4] Design elevation of 1st floor should be at 1-foot above 100-Year Flood Level.

PURCHASE OF EXISTING BUILDINGS

Rationale

The normal procedure in providing library facilites is to build new libraries, if possible. The reasoning for this policy is that:

1. A new facility can offer the opportunity to restructure and reexamine services.

2. Will last longer than an existing facility.

3. Is more interesting, dramatic, and enticing to the public.

4. Can provide the optimum in functional space and equipment design.

5. Provides a motivating force, as well as, a reward system for better support for library services.

The purchase of existing buildings for use as a public library has been avoided in the past because of the problems involved in assuring the quality of the building and its suitability for a public library and because of local political problems that might accrue in buying from a local owner.

There are instances, however, in which a new construction project is unfeasible because the small population base cannot provide enough taxes even at a reasonable tax rate. A small minority of counties are eliminated from qualifying for a new building because of their total size despite excellent per capita support.

A second set of circumstances also occurs in which some emergency arises and library services will go out of existence if a building is not found immediately.

Both of the above situations would seem to warrant the purchase of a building provided, of course, each individual case is justifiable on its own merits. Both situations would seem to define the parameters within which the purchase of an existing building is a better solution than the construction of a new building.

While, generally, a new library facility is desirable for functional and public awareness reasons, a judicious application of the following criteria should allow the Department of Libraries to solve specialized cases of construction situations without opening the door to a host of "white elephants."

1. There must be some emergency context within the particular situation that threatens the provision of library services which makes the provisions of facilities imperative. This is intended to exclude "investment" purchases.

2. The "viable" tax income and tax base should be such that a newly constructed facility is and will be impossible to fund and/or operate. (The operating expenses should be $3,000-to-$4,000 annually for a 5,000 square foot building. A small local board would normally have to save or borrow in the range of $20,000-to-$30,000.)

3. The facility to be purchased should have an expected life span of 40 years and meet the Department of Libraries criteria for location, size, lighting, design, and mechanical systems.

4. No better location in the county should be available for a new construction project.

5. The total project cost for purchase, equipping, and remodeling the given property should not exceed two-thirds the total cost of a new building of equal or minimum required square footage.

If the above conditions are met, then, the project would fall at the beginning of the Priority Class, I through IV, in which it belongs.

RANKING OF PROJECTS FOR PRIORITY
(Revision April 1971)

1. Priority I through IV.

   Taken from Basic Policies (See Appendix).

2. Within Each Priority Class (If Applicable).

   The following weights of percentages are to be used to determine what priority is given to each project application. Some subjective judgment must be used in actually financing the highest priority projects to insure that the optimal library construction plan is achieved relative to the timing and suitability of each project.

   A. 25% The projects will be ranked according to the per capita library support for the library district. This includes all anticipated annual income such as tax and state-aid income but not including fines and interest. The highest per capita support will receive 25% and the others receive a percentage according to their rank.

   B. 15% The construction funds available are divided into four groups:

      1. The highest ranking group being the availability of both significant construction funds and an excess of operating funds for amortizing a construction loan.
      2. Significant amount of construction funds available only.
      3. Significant excess in operating funds only.
      4. No construction or authorization funds available.

      NOTE: The relative amount of funds available is a significant factor in judging the actual financing of projects.

   C. 30% PROOF OF NEED.

      10% The median family income for the service area of the proposed projects are ranked from lowest to highest income. The lowest income area receives the full 10%. The rest receive a lesser percentage according to their rank.

      10% The median personal income for the service area of the proposed projects are ranked from lowest to highest income. The lowest income receives the full 10%. The rest receive a lesser percentage according to their rank.

      10% The existing facilities for library services are grouped into three classes:

      1. No facility (receives a full 10%).
      2. Owned or rented facility that should be replaced by a new building.
      3. An owned facility that needs renovation or an addition.

D. 15% Level of certification of Head Librarian compared to level required by the Department of Libraries.

10% if equal to requirement and decreasing by 2% for lesser levels.

15% If the Librarian holds an M.S.L.S.

E. 10% Approval of the plans for construction, including site location, timing of projects, availability of funds. This is basically divided into two groups:

1. 10% For those having approved plans.

2. 5% For those applications without approved plans.

F. 5% The date of receipt of the Construction Application in the Construction Office is ranked with the earliest receiving 5% and a proportion thereof for later applications.

The ranking of projects shall come after the closing date for applications for each Board of Review in which the allocation of funds is decided. All projects not funded are, in effect, rejected and shall be re-ranked along with any new projects submitted for the next Board of Review allocation decision. In effect then, no project retains its priority ranking after the Board of Review has allocated funds and the approved projects are accepted and begun by the local library boards.

The allocation of funds in an attempt to achieve an optimum construction program rather than the maximum number of projects or maximum square feet of new construction. An optimum construction program is to be a planning effort of the Construction Division that incorporates the above ranking system as basic information but does not institutionalize it as a formula without reasoned judgment.

The date of the Preliminary Construction Application is received for the December 4, 1970, Board of Review will be retained for the application until it is accepted by the Construction Division at successive Boards of Review. Any new application shall retain the date of first application permanently regardless of the number of reapplications. Applications rejected and re-submitted will also carry the date of first application for the purposes of finding the rank of the project within the approximate priority class.

APPENDIX A - #16

LIBRARY SERVICE AGREEMENT

between

____________ COUNTY LIBRARY BOARD

and

DEPARTMENT OF LIBRARIES

of the

COMMONWEALTH OF KENTUCKY

This agreement executed this ___ day of ____________, 19___, by and between the __________ County Library Board of ____________, Kentucky, hereinafter called "Library Board", and the Department of Libraries, a state agency, herein called the "Department".

WITNESSETH

Whereas the above duly constituted authorities have mutually agreed to cooperate in providing a more adequate library service for ____________ County as a member of the ______________Library Region.

Now therefore, for and in consideration thereof and of the mutual covenants herein contained, the parties hereto agree as follows:

(1) The Library Board assumes responsibility for provision, supervision and operation of free library service for all residents of ____________ County through the County Library and the bookmobile (19____, Motor Number __________) provided by the Department of Libraries for the duration of the contract. The Library Board will carry out the Department's Rules and Regulations for the operation of a bookmobile and shall administer the budget in a businesslike manner and shall furnish such library statistical reports and records as may be requested by the Department from time to time.

(2) The Department agrees to provide staff within the ______________ Region who will be responsible for coordination of services within the Region and for consultation on library problems with the Library Board and librarian of each county within the Region.

APPENDIX A - #16

(3) The Department agrees to provide library materials, the amount to be determined on the basis of County population, to assist in the continuing improvement of library service.

(4) The Department shall be entitled to advise the librarian and the Library Board on any matters concerning improvement of service and to review activities in order to determine whether the program provided for herein is being satisfactorily carried out.

(5) This contract shall become effective ____________________ ________ and shall continue in force for a period of one year.

(6) Should the library service arrangement herein provided for prove unsatisfactory to either of the parties hereto, such party may withdraw from the agreement upon three months' written notice.

(7) At the close of the initial contract period, and annually thereafter, the contract shall be subject to review. Upon receipt of a report of the County Library's activities for the year, considered satisfactory by the Department, the contract shall be automatically renewed, provided, however, that neither of the signatories to the contract has previously served notice of intention to withdraw.

IN WITNESS WHEREOF, the parties have executed this agreement the day and year first above written.

____________________ COUNTY LIBRARY BOARD

By____
Chairman

DEPARTMENT OF LIBRARIES

By____
State Librarian

APPENDIX A - #16

BOOKMOBILE SERVICE AGREEMENT
between
__________ COUNTY LIBRARY BOARD
and
DEPARTMENT OF LIBRARIES

This Agreement, executed this ____ day of ______________, 19____, by and between the ______________ County Library Board, ______________, Kentucky, hereinafter called "Library Board", and the Department of Libraries, hereinafter called "The Department",

WITNESSETH

Whereas, the above duly constituted authorities have mutually agreed to cooperate in providing more adequate library service for _________ County.

Now, therefore, for and in consideration thereof and of the mutual covenants herein contained, the parties hereto agree as follows:

1. The Department agrees to furnish to the Library Board, for use as a mobile library, a Bookmobile (19____, Motor Number __________) to be loaned for the duration of this contract.

2. The Library Board assumes responsibility for supervision and operation of the bookmobile service which will provide free library service for the residents of ____________ County. The Library Board shall administer the budget in a businesslike manner, and shall furnish such statistical reports and records as may be requested by the Department from time to time. The Library Board will carry out the Department's Rules and Regulations for the operation of a bookmobile.

3. The Department shall be entitled to advise the librarian and the Library Board in any matters concerning improvement of service and to review activities in order to determine whether the program provided for herein is being satisfactorily carried out

4. This contract shall become effective ______________________ ______ and shall continue in force for a period of one year.

5. Should the library service arrangement provided for prove unsatisfactory to either of the parties hereto, such party may withdraw from the agreement upon three months' written notice.

6. At the close of the initial contract period, and annually thereafter, the contract shall be subject to review. Upon receipt of a report of the County Library's activities for the year, considered satisfactory by the Department, the contract shall be automatically renewed, provided, however, that neither of the signatories to the contract has previously served notice of intention to withdraw.

IN WITNESS WHEREOF, the parties have executed this Agreement the day and year first above written.

__________________ COUNTY LIBRARY BOARD

By______________________________________
Chairman

DEPARTMENT OF LIBRARIES

By______________________________________
State Librarian

APPENDIX A - #17

APPLICATION FOR A STATE SUPPORTED COUNTY LIBRARY DEMONSTRATION PROJECT

We, the library board of trustees responsible for the library program of ____________ County, do hereby submit this application for a library demonstration project. This library demonstration project will receive state support to the amount agreed upon in the accompanying financial worksheet between the dates of ____________ and ____________.

Before the termination of this library demonstration project, we agree to ask the people of ________ County to support the ongoing library activities in their county by petitioning or voting a county library tax in the manner prescribed by the Kentucky Revised Statutes, or by obtaining necessary appropriation increases. Should the tax or appropriation not become legally established, we understand that all State property will be withdrawn. Should the tax become legally established we understand that we shall be entitled to use all property involved in the demonstration project and shall be entitled to all privileges granted to a county participating in the Kentucky Regional Library Development Program.

We also have presented this application to the fiscal court of ________ County for their approval of the library demonstration project. The accompanying signature of the County Fiscal Court Judge only indicates the approval of said court to allow the library demonstration project the agreed upon local funding for the term of the project itself. After the termination of this library demonstration project, we understand that the fiscal court shall comply with the expressed will of the people.

We understand that the dates agreed upon for the terms of this library demonstration project will be subject to available funding from both state and local sources. We understand that the dates cannot be agreed upon unless funding from all sources are available at the beginning date of said project.

Signatures:

____________________, Chairman Date ____________

________ County Library Board of Trustees

____________________, County Judge Date ____________

________ County Fiscal Court

____________________, State Librarian Date ____________

APPENDIX A - #17

COUNTY LIBRARY DEMONSTRATION PROJECT FINANCIAL AGREEMENT

County ____________ Population ______________ Date of Application ____________

Region ____________ Assessed Property Valuation ______________________________

The following general budget outline shows what funds have been agreed upon for the purpose of supporting a two year library demonstration project. The sums recorded on this document should be established before the cover agreement is signed. The exact amounts will be arrived at through consultation with the county library board of trustees, the county fiscal court and the state librarian. Any changes to this agreement should be submitted as a new application with a cover letter from the chairman of the county library board explaining the requested changes.

first year: Date ___________	State	Local	Other
Income:			
Local Grants	$	$	
State Grants			
Other (explain)			$
Total Income for Year	$	$	$
Expenditures *			
Salaries	$	$	$
Rent			
Renovation			
Motor Fuels			
Books: A Collection			
B Collection			
C Collection			
D Collection			
Basic Collection			
Lending Library			
Audio Visual			
Furniture and Equipment			
Miscellaneous (explain)			
Total Expenditures for Year	$	$	$
second year: Date ___________	State	Local	Other
Income:			
Local Grants	$	$	
State Grants			
Other (explain)			$
Total Income for Year	$	$	$
Total for Project	$	$	$
Expenditures *			
Salaries	$	$	$
Rent			
Renovation			
Motor Fuels			
Books: A Collection			
B Collection			
C Collection			
D Collection			
Basic Collection			
Lending Library			
Audio Visual			
Furniture and Equipment			
Miscellaneous (explain)			
Total Expenditures for Year	$	$	$
Total for Project	$	$	$

* All expenditures for this library demonstration project must be documented according to Department of Libraries, Business office requirements.

APPENDIX B:

Description of Existing System

APPENDIX B - #1

Source: 1967 Census of Governments: Kentucky

In 1967 with a population of approximately 3,189,000, Kentucky had 952 local governments -- 29.9 local governments per 100,000 people. There were 7.9 governments per each of the 120 county areas. Of the 952 governments, 180 existed in the 5 Standard Metropolitan Statistical Areas. See figure________ (Map of SMSA's)

The breakdown of the 952 local governments is as follows:

1. COUNTIES(120) - 7 are located in SMSA's.

   "There are no areas in Kentucky lacking county government. Most counties are governed by a fiscal court composed of three to eight magistrates but in 15 of the more populous counties the governing body is composed of three commissioners, an arrangement which separates judicial from quasi-lesislative and administrative responsibilities. The county judge is a member of and presiding officer of the fiscal court."

2. MUNICIPALITIES (359)

   "Municipal governments in Kentucky are the cities and towns. The cities are classified by number of inhabitants as follows:

   First class -- 100,000 inhabitants or more
   Second Class -- 20,000 to 100,000 inhabitants
   Third Class -- 8,000 to 20,000 inhabitants
   Fourth Class -- 3,000 to 8,000 inhabitants
   Fifth Class -- 1,000 to 3,000 inhabitants
   Sixth Class(towns) -- less than 1,000 inhabitants.

   No city can be changed from one class to another except by legislative action. Communities must have 125 inhabitants to incorporate."

2. MUNICIPALITIES (continued)

The type of government open to municipalities are

1. Mayor - Council form -- Mandatory for 1st class cities and optional for 2nd through 5th class.
2. Board of Trustees form -- Mandatory for 6th class not adopting Commission form.
3. Commission form -- Optional form for 2nd through 6th class.
4. City - Manager form -- Optional for 2nd, 3rd and 4th class.

3. SCHOOL DISTRICTS (200) - 25 of these districts are located within the 5 SMSA's.

"There are two types of school districts in Kentucky that are included in the Census count of governmental units -- the 80 independent (city) school districts and 120 county school districts. The independent school districts usually embrace cities of the first five classes while all of the area of a county outside of independent school districts constitutes the county school district. Each school district is governed by an elected board of education which may determine the amount of local school tax levies and may issue general obligation boands with the approval of the electors. A school district may also, with approval by the State Superintendent of Instruction, require the city or county it serves to issue "holding company" revenue bonds, to be amortized from school district resources."

1800 schools/were operated by 202 (200 school districts plus 2 other school systems) systems with an enrollment of 684,442 as of 1967.

4. SPECIAL DISTRICTS (273)

There were in January, 1967, 273 specially authorized (by statute) districts in the state of Kentucky. Thirty of these districts have the power of property taxation. Special districts include:

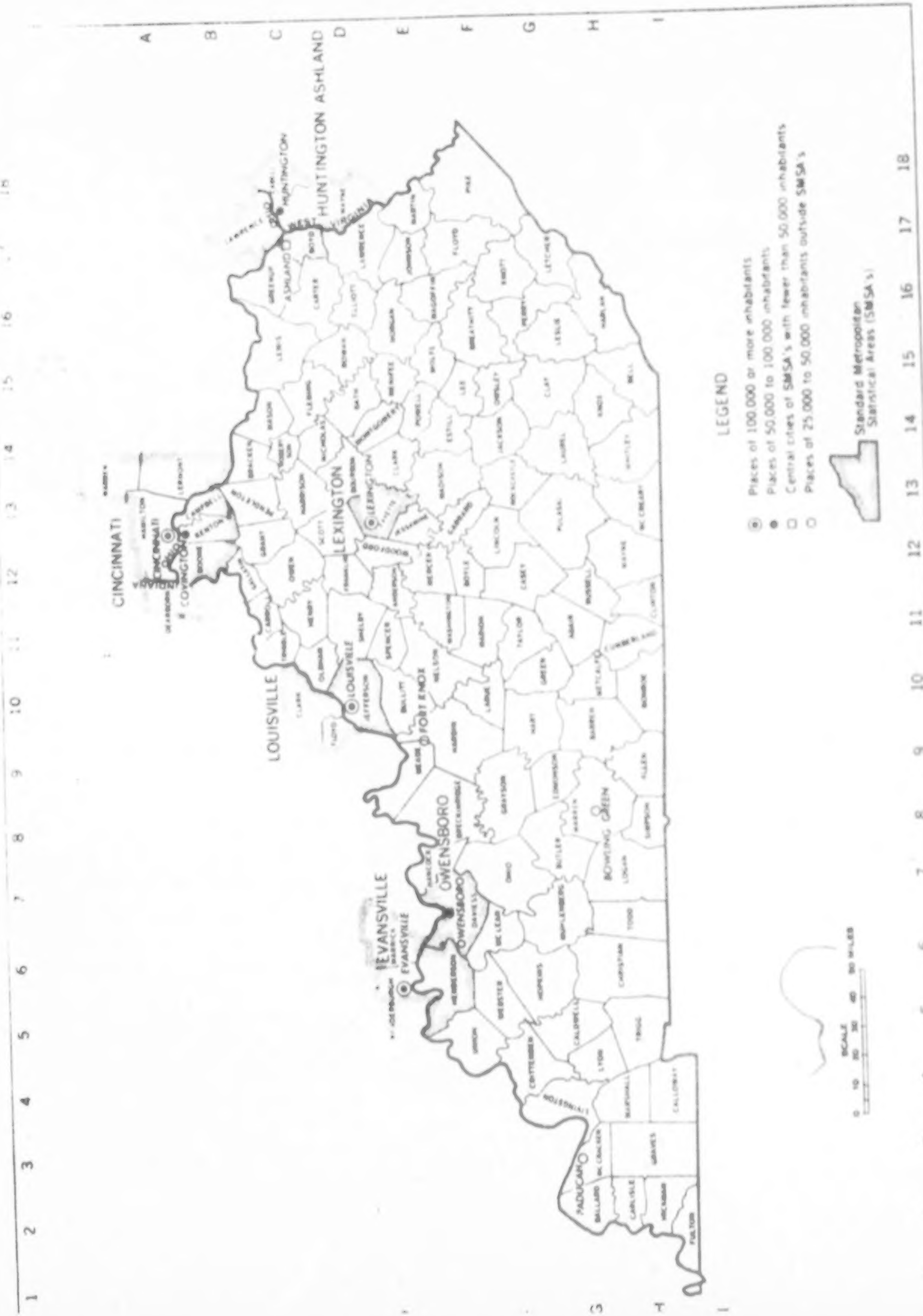
Fire Protection - 20
Highways - 1
Libraries - 10
Parks and Recreation - 1
Sewerage - 23
Utilities (water supply) - 86
Sewerage and water supply - 2

Natural Resources
- Drainage - 2
- Flood Control - 2
- Irrigation, water conservation -1
- Soil Conservation - 122

Other - 3

KENTUCKY

Counties, Standard Metropolitan Statistical Areas, and Selected Places


CINCINNATI
COVINGTON
LOUISVILLE
LEXINGTON
HUNTINGTON ASHLAND
HUNTINGTON
ASHLAND
WEST VIRGINIA
EVANSVILLE
OWENSBORO
BOWLING GREEN
FORT KNOX
PADUCAH
LEGEND
Places of 100,000 or more inhabitants
Places of 50,000 to 100,000 inhabitants
Central cities of SMSA's with fewer than 50,000 inhabitants
Places of 25,000 to 50,000 inhabitants outside SMSA's
Standard Metropolitan Statistical Areas (SMSA's)
SCALE
0 10 20 30 40 50 MILES
A
B
C
D
E
F
G
H
I
1
2
3
4
5
6
7
8
9
10
11
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18

Development of Constraints
(Salary Supplement)

There is a definite need in many of our counties for trained personnel. In an effort to solve this problem, the Department has made several attempts - unsuccessfully - to fund a Professional Incentive Grant project. (Policy attached.)

Although funds have been limited for this purpose, there are presently three counties - Bell, Breathitt and Hardin - receiving salary supplements for trained personnel. Pulaski county will receive a grant this year.

This is a worthwhile project which deserves further discussion and study.

DEVELOPMENT OF CONSTRAINTS
(Salary Supplement)

PROFESSIONAL OR SUB-PROFESSIONAL INCENTIVE GRANT POLICY

Library Boards of recent appointees as Librarian in a county participating in a Region, certified as doing a superior job, may be eligible on a year to year basis for a Professional or Sub-professional Incentive grant, if funds exist. [Emphasis added.]

For such a grant, a Librarian may not be over 65 years of age.

Certification of superiority in:

[1] gracious personality towards all citizens
[2] providing programs and stimulus for use of the Library and Bookmobile
[3] doing an over-all job

must be provided by the Chairman of the Library Board and by the Senior Extension Librarian.

[For a M.L.S. - Librarians]

for counties with an average annual per capita income of $1,700 or less	$4,000
for counties with an average annual per capita income of more than $1,800 - $2,500	3,500
for counties with an average annual per capita income of more than $2,500	3,000

[For an A.B. with at least 18 hours of Library Science for counties where a grade D certificate or less is sufficient]

for counties with an average annual per capita income of $1,800 or less	3,000
for counties with an average annual per capita income of $1,800 - $2,500	2,500
for counties with an average annual per capita income of over $2,500	2,000

[For an A.B. recipient showing great promise and intention to obtain over a 6 year period a 2 weeks' workshop or course in Library Science each year (or several in one year). Counties must not exceed 18,000 in population.]

for counties with an average annual per capita income of $1,800 or less	2,000
for counties with an average annual per capita income of $1,800 - $2,500	1,500
for counties with an average annual per capita income of over $2,500	1,000

DEVELOPMENT OF CONSTRAINTS - POLITICAL
(Population)

Since 1954 library development in Kentucky has had an accelerated growth attributed primarily to the bookmobile and regional library projects.* These projects have captured public interest, meant additional financial support and provided new and improved methods of public library service in Kentucky.

One of the main objectives of the bookmobile project has been to provide library service to the rural population who had no access to libraries. The regional libraries were supported by federal funds available through the Library Services Act passed in 1956. This act recognized library service as educationally important, especially in rural areas, (emphasis added) and limited expenditures of federal funds to such areas. **

Therefore, the primary emphasis of the Department of Libraries in developing library service in Kentucky has been geared to the rural population. It is now necessary to study population changes and growth patterns in Kentucky during the decade of the 60's to know what our role must be for future development.

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* The history of these projects is discussed in other sections of this report.

** Source: "Public Library Services" Research Publication No. 65; Legislative Research Commission; Mrs. Gretchen Knief Schenk. 1959.

Number of Households in Kentucky: 1970

County	Households	Percent Increase '60-'70	County	Households	Percent Increase '60-'70
Adair	4,204	0.5	Edmonson	2,718	20.2
Allen	4,221	10.9	Elliott	1,645	7.2
Anderson	3,014	13.7	Estill	3,921	10.2
Ballard	2,896	8.1	Fayette	54,463	42.5
Barren	9,384	10.4	Fleming	3,674	11.2
Bath	2,912	9.6	Floyd	10,343	4.6
Bell	9,335	3.8	Franklin	11,016	25.2
Boone	9,279	54.7	Fulton	3,470	-0.5
Bourbon	5,910	8.4	Gallatin	1,312	10.5
Boyd	16,597	10.1	Garrard	3,176	6.5
Boyle	6,815	15.5	Grant	3,248	11.7
Bracken	2,338	0.8	Graves	10,812	10.3
Breathitt	3,812	8.2	Grayson	5,192	14.2
Breckinridge	4,625	9.4	Green	3,429	1.5
Bullitt	7,195	71.5	Greenup	9,653	24.3
Butler	3,072	13.0	Hancock	2,117	32.7
Caldwell	4,576	9.8	Hardin	17,055	27.7
Calloway	9,104	38.9	Harlan	11,193	-12.6
Campbell	26,945	5.4	Harrison	4,704	8.9
Carlisle	1,912	2.4	Hart	4,490	7.9
Carroll	2,761	13.0	Henderson	11,521	14.0
Carter	5,891	9.7	Henry	3,617	7.1
Casey	4,059	7.1	Hickman	2,095	-0.4
Christian	14,864	5.6	Hopkins	12,513	6.8
Clark	7,637	21.9	Jackson	2,986	9.9
Clay	4,795	5.2	Jefferson	216,158	21.3
Clinton	2,526	6.8	Jessamine	5,200	38.8
Crittenden	2,993	8.7	Johnson	5,389	3.1
Cumberland	2,201	-1.7	Kenton	40,326	11.8
Daviess	24,007	20.5	Knott	3,850	1.1

County	Households	Percent Increase '60-'70	County	Households	Percent Increase '60-'70
Knox	6,978	10.1	Nicholas	2,140	0.2
Larue	3,330	10.7	Ohio	6,105	13.4
Laurel	8,047	25.3	Oldham	3,814	25.5
Lawrence	3,285	2.4	Owen	2,561	-0.3
Lee	2,007	3.1	Owsley	1,460	3.7
Leslie	2,985	30.4	Pendleton	3,095	4.8
Letcher	6,819	-6.4	Perry	7,141	-12.1
Lewis	3,611	4.5	Pike	17,286	6.4
Lincoln	5,207	13.0	Powell	2,215	28.1
Livingston	2,645	19.6	Pulaski	11,254	13.6
Logan	7,037	11.4	Robertson	730	-4.9
Lyon	1,625	10.0	Rockcastle	3,608	9.2
McCracken	19,854	9.9	Rowan	4,119	26.1
McCreary	3,506	18.8	Russell	3,456	11.8
McLean	3,048	6.4	Scott	5,423	20.8
Madison	11,893	27.0	Shelby	5,955	9.5
Magoffin	2,814	6.9	Simpson	4,198	18.4
Marion	4,383	7.9	Spencer	1,641	3.5
Marshall	6,771	31.5	Taylor	5,378	14.9
Martin	2,439	9.9	Todd	3,493	3.9
Mason	5,575	0.2	Trigg	2,696	4.0
Meade	5,358	11.5	Trimble	1,689	16.5
Menifee	1,185	4.0	Union	4,450	5.0
Mercer	5,314	15.5	Warren	17,474	30.3
Metcalfe	2,633	5.8	Washington	3,108	3.9
Monroe	3,762	11.7	Wayne	4,283	12.5
Montgomery	4,845	22.4	Webster	4,615	-1.4
Morgan	2,958	2.8	Whitley	7,498	6.4
Muhlenberg	8,880	9.4	Wolfe	1,644	3.7
Nelson	6,232	17.5	Woodford	4,360	26.8

Source: U.S. Bureau of the Census, 1970 First Count Summary Tape, File B, Kentucky, and Spindletop Research, Inc.

Average Annual Percent Growth in Kentucky Employment and Work Force: 1964-1969

County	Employment	Work Force	County	Employment	Work Force
Adair	-0.78	-1.75	Edmonson	0.19	-1.35
Allen	0.74	0.28	Elliott	-2.06	-3.51
Anderson	0.15	0.05	Estill	-1.70	-3.59
Ballard	-2.29	-3.21	Fayette	4.63	4.37
Barren	1.34	1.22	Fleming	2.06	2.08
Bath	-3.76	-4.42	Floyd	0.28	-0.80
Bell	5.02	3.67	Franklin	14.21	13.76
Boone	14.41	13.70	Fulton	0.57	1.85
Bourbon	1.60	0.87	Gallatin	-2.05	-2.43
Boyd	2.19	1.92	Garrard	-2.52	-3.01
Boyle	3.48	3.04	Grant	-5.51	-0.40
Bracken	-2.19	-2.10	Graves	0.91	0.74
Breathitt	4.28	-1.50	Grayson	1.33	0.71
Breckinridge	-2.69	-2.62	Green	1.13	0.90
Bullitt	3.14	2.61	Greenup	1.19	1.32
Butler	3.34	1.04	Hancock	19.86	19.13
Caldwell	5.06	4.83	Hardin	5.73	5.44
Calloway	6.62	5.55	Harlan	2.84	1.84
Campbell	-0.62	-1.71	Harrison	0.17	0.07
Carlisle	-2.68	-3.16	Hart	-1.07	-1.15
Carroll	3.69	3.49	Henderson	1.19	1.18
Carter	4.61	4.12	Henry	-1.08	-1.59
Casey	0.01	-0.17	Hickman	1.27	0.90
Christian	2.24	1.95	Hopkins	1.23	0.59
Clark	3.08	2.55	Jackson	-0.76	-1.98
Clay	-3.14	-3.55	Jefferson	2.34	2.04
Clinton	1.82	2.29	Jessamine	-3.60	-3.81
Crittenden	1.87	0.73	Johnson	3.88	2.40
Cumberland	-2.89	-3.08	Kenton	1.81	1.34
Daviess	0.69	0.79	Knott	2.89	-1.08

County	Employment	Work Force	County	Employment	Work Force
Knox	3.95	2.59	Nicholas	0.52	0.41
Larue	-3.36	-3.64	Ohio	3.72	2.89
Laurel	2.20	1.92	Oldham	1.95	1.63
Lawrence	7.98	5.87	Owen	-3.00	-3.32
Lee	4.73	3.38	Owsley	-0.80	-2.91
Leslie	4.57	0.79	Pendleton	0.89	0.55
Letcher	1.26	0.00	Perry	2.54	-0.74
Lewis	-1.00	-1.12	Pike	2.37	2.19
Lincoln	-2.12	-3.48	Powell	3.42	1.20
Livingston	0.88	1.18	Pulaski	3.29	2.26
Logan	2.47	2.05	Robertson	-1.68	-1.10
Lyon	-2.88	-4.30	Rockcastle	-2.55	-3.21
McCracken	3.81	3.67	Rowan	8.27	7.53
McCreary	1.08	2.09	Russell	6.98	5.71
McLean	-1.33	-1.07	Scott	-2.73	-2.68
Madison	7.37	6.79	Shelby	-0.02	-0.11
Magoffin	-3.85	-5.57	Simpson	10.18	9.56
Marion	-0.31	-0.74	Spencer	-4.58	-5.00
Marshall	5.27	4.97	Taylor	4.20	4.35
Martin	9.47	7.84	Todd	-0.39	-0.77
Mason	-1.07	-1.04	Trigg	-1.05	-2.29
Meade	-1.60	-1.85	Trimble	-2.72	-3.37
Menifee	0.44	-1.43	Union	4.40	4.45
Mercer	-0.87	-1.17	Warren	5.34	4.89
Metcalfe	-3.10	-2.61	Washington	-1.34	-1.43
Monroe	0.69	0.74	Wayne	-3.38	-3.35
Montgomery	5.99	5.34	Webster	1.20	1.04
Morgan	-0.69	-1.17	Whitley	4.75	3.90
Muhlenberg	4.45	3.27	Wolfe	-1.29	-2.14
Nelson	0.86	0.57	Woodford	3.16	2.72

Source: Kentucky Department of Economic Security, Frankfort, 1970, and Spindletop Research, Inc.

Kentucky Per Capita Income and Unemployment Rate: 1969

County	Per Capita Income	Unemployment Rate
Adair	1,680	4.8
Allen	1,910	4.1
Anderson	2,440	3.5
Ballard	2,410	3.2
Barren	2,530	4.5
Bath	1,690	14.4
Bell	1,740	11.2
Boone	3,700	0.9
Bourbon	2,780	2.1
Boyd	3,930	4.4
Boyle	3,030	3.4
Bracken	2,260	2.0
Breathitt	1,170	8.7
Breckinridge	1,780	6.6
Bullitt	2,670	5.0
Butler	1,580	7.0
Caldwell	2,640	9.4
Calloway	2,250	5.5
Campbell	3,310	1.8
Carlisle	2,180	9.4
Carroll	2,840	1.8
Carter	1,500	7.9
Casey	1,540	5.7
Christian	4,610	5.2
Clark	3,270	2.0
Clay	960	9.4
Clinton	1,700	9.8
Crittenden	2,270	4.1
Cumberland	1,620	6.8
Daviess	3,080	3.5
Edmonson	1,760	14.9
Elliott	1,120	23.9
Estill	1,430	11.1
Fayette	3,920	2.0
Fleming	2,300	2.3
Floyd	1,610	8.6
Franklin	3,240	2.1
Fulton	2,670	6.1
Gallatin	1,880	4.0
Garrard	2,160	4.4
Grant	2,090	2.5
Graves	2,770	9.9
Grayson	1,860	8.0
Green	2,390	2.9
Greenup	1,480	8.9
Hancock	3,910	2.6
Hardin	4,280	2.5
Harlan	1,920	8.5
Harrison	2,940	1.8
Hart	2,090	4.2
Henderson	2,910	4.3
Henry	2,350	2.6
Hickman	2,750	7.4
Hopkins	2,560	3.0
Jackson	1,250	9.1
Jefferson	4,090	2.7
Jessamine	1,730	7.4
Johnson	1,560	8.0
Kenton	3,230	1.1
Knott	890	14.5

County	Per Capita Income	Unemployment Rate	County	Per Capita Income	Unemployment Rate
Knox	1,300	8.6	Nicholas	2,300	2.3
Larue	2,040	4.5	Ohio	2,170	6.4
Laurel	1,600	5.7	Oldham	1,970	2.2
Lawrence	1,990	7.6	Owen	2,510	1.8
Lee	1,480	3.7	Owsley	993	23.8
Leslie	860	14.7	Pendleton	1,860	2.2
Letcher	1,760	7.4	Perry	1,510	7.4
Lewis	1,420	3.8	Pike	1,770	10.5
Lincoln	1,840	10.1	Powell	1,320	9.1
Livingston	1,950	11.1	Pulaski	2,170	4.3
Logan	2,620	2.0	Robertson	1,550	3.8
Lyon	1,410	20.0	Rockcastle	1,620	14.6
McCracken	3,340	2.6	Rowan	1,820	6.9
McCreary	984	13.5	Russell	2,360	7.3
McLean	1,740	10.9	Scott	2,330	5.6
Madison	2,480	4.6	Shelby	2,678	1.4
Magoffin	1,038	23.3	Simpson	3,000	1.4
Marion	2,170	6.9	Spencer	1,920	4.3
Marshall	3,610	5.9	Taylor	2,950	3.0
Martin	1,150	13.5	Todd	2,070	4.6
Mason	2,890	1.3	Trigg	2,260	7.7
Meade	2,700	2.4	Trimble	1,600	1.2
Menifee	1,290	15.6	Union	2,870	3.8
Mercer	2,580	4.0	Warren	2,730	3.1
Metcalfe	1,770	8.0	Washington	1,980	8.5
Monroe	1,970	4.0	Wayne	1,170	12.5
Montgomery	2,850	3.3	Webster	2,090	6.4
Morgan	1,530	6.4	Whitley	2,180	6.2
Muhlenberg	2,490	3.8	Wolfe	1,080	7.4
Nelson	2,314	10.1	Woodford	3,350	1.0

Source: Office of Development Services and Business Research, University of Kentucky, Lexington, 1971, and Kentucky Department of Economic Security, Frankfort, 1970.

Kentucky County Population: 1970

County	Population	
	1970	Percent Increase '60-'70
Adair	13,037	-11.3
Allen	12,598	2.7
Anderson	9,358	8.6
Ballard	8,276	-0.2
Barren	28,677	1.3
Bath	9,235	1.3
Bell	31,087	-12.0
Boone	32,812	49.6
Bourbon	18,476	1.6
Boyd	52,376	0.4
Boyle	21,090	-0.8
Bracken	7,227	-2.6
Breathitt	14,221	-8.2
Breckinridge	14,789	0.4
Bullitt	26,090	65.9
Butler	9,723	1.4
Caldwell	13,179	0.8
Calloway	27,692	32.0
Campbell	88,501	2.0
Carlisle	5,354	-4.5
Carroll	8,523	6.8
Carter	19,850	-4.6
Casey	12,930	-9.8
Christian	56,224	-1.2
Clark	24,090	14.3
Clay	18,481	-10.9
Clinton	8,174	-8.0
Crittenden	8,493	-1.8
Cumberland	6,850	-12.6
Daviess	79,486	12.6
Edmonson	8,751	8.2
Elliott	5,933	-6.3
Estill	12,752	2.3
Fayette	174,323	32.2
Fleming	11,366	4.4
Floyd	35,889	-13.8
Franklin	34,481	17.2
Fulton	10,183	-9.5
Gallatin	4,134	6.9
Garrard	9,457	-3.0
Grant	9,999	5.4
Graves	30,939	3.1
Grayson	16,445	3.9
Green	10,350	-8.0
Greenup	33,192	13.5
Hancock	7,080	32.8
Hardin	78,421	15.7
Harlan	37,370	-26.9
Harrison	14,158	3.3
Hart	13,980	-1.0
Henderson	36,031	7.5
Henry	10,910	-0.7
Hickman	6,264	-7.2
Hopkins	38,167	-0.8
Jackson	10,005	-6.3
Jefferson	695,055	13.8
Jessamine	17,430	27.9
Johnson	17,539	-11.2
Kenton	129,440	7.2
Knott	14,698	-15.3

	Population			Population	
County	1970	Percent Increase '60-'70	County	1970	Percent Increase '60-'70
Knox	23,689	-6.2	Nicholas	6,508	-2.5
Larue	10,672	3.2	Ohio	18,790	6.0
Laurel	27,386	10.0	Oldham	14,687	9.7
Lawrence	10,726	-11.6	Owen	7,470	-9.3
Lee	6,587	-11.2	Owsley	5,023	-6.4
Leslie	11,623	6.2	Pendleton	9,949	-0.2
Letcher	23,165	-23.0	Perry	25,714	-26.4
Lewis	12,355	-5.8	Pike	61,059	-10.6
Lincoln	16,663	1.0	Powell	7,704	15.4
Livingston	7,596	8.1	Pulaski	35,234	2.4
Logan	21,793	4.3	Robertson	2,163	-11.5
Lyon	5,562	-6.1	Rockcastle	12,305	-0.2
McCracken	58,281	1.7	Rowan	17,010	32.8
McCreary	12,548	0.7	Russell	10,542	-4.8
McLean	9,062	-3.1	Scott	17,948	16.7
Madison	42,730	27.6	Shelby	18,999	2.7
Magoffin	10,443	-6.4	Simpson	13,054	13.0
Marion	16,714	-1.0	Spencer	5,488	-3.4
Marshall	20,381	21.8	Taylor	17,138	5.2
Martin	9,377	-8.1	Todd	10,823	-4.8
Mason	17,273	-6.4	Trigg	8,620	-2.8
Meade	18,796	-0.7	Trimble	5,349	4.8
Menifee	4,050	-5.3	Union	15,882	9.3
Mercer	15,960	9.3	Warren	57,432	26.2
Metcalfe	8,177	-2.3	Washington	10,728	-3.9
Monroe	11,642	-1.3	Wayne	14,268	-2.9
Montgomery	15,364	14.1	Webster	13,282	-6.8
Morgan	10,019	-9.4	Whitley	24,145	-6.5
Muhlenberg	27,537	-0.9	Wolfe	5,669	-13.2
Nelson	23,477	5.9	Woodford	14,434	21.2

Source: U.S. Bureau of the Census, 1970 First Count Summary Tape, File B, Kentucky, and Spindletop Research, Inc.

Net Migration and Net Natural Increase(1969) of Kentucky Population

County	'69 Net Natural Increase*	Percent Net Migration '60-'70	County	'69 Net Natural Increase*	Percent Net Migration '60-'70
Adair	0.9	-16.5	Edmonson	3.4	4.3
Allen	0.7	-0.4	Elliott	8.4	-17.0
Anderson	4.4	1.3	Estill	7.1	-8.1
Ballard	0.5	-0.5	Fayette	12.6	16.8
Barren	2.7	-7.1	Fleming	3.9	-1.4
Bath	5.1	-5.4	Floyd	8.7	-26.8
Bell	6.8	-21.9	Franklin	7.8	7.2
Boone	14.5	31.9	Fulton	0.1	-12.8
Bourbon	4.9	-6.9	Gallatin	4.7	0.0
Boyd	5.9	-10.3	Garrard	3.6	-8.6
Boyle	7.3	-4.9	Grant	5.7	-0.8
Bracken	0.3	-7.0	Graves	1.9	0.0
Breathitt	7.8	-21.4	Grayson	5.7	-3.6
Breckinridge	3.6	-6.0	Green	0.4	-13.7
Bullitt	16.3	45.3	Greenup	8.8	1.0
Butler	5.5	-1.6	Hancock	9.3	23.1
Caldwell	0.2	-1.6	Hardin	17.2	-7.9
Calloway	6.1	25.5	Harlan	5.5	-36.0
Campbell	6.9	-8.2	Harrison	1.7	-1.5
Carlisle	0.0	-5.3	Hart	4.9	4.0
Carroll	2.7	1.1	Henderson	7.2	-2.6
Carter	10.8	-15.9	Henry	3.1	-5.0
Casey	5.5	-18.7	Hickman	-0.9	-9.6
Christian	13.8	-10.4	Hopkins	3.1	-7.0
Clark	9.8	1.7	Jackson	7.8	-17.8
Clay	10.7	-30.0	Jefferson	8.8	1.7
Clinton	5.7	-17.1	Jessamine	9.3	17.6
Crittenden	-0.8	-2.5	Johnson	3.6	-18.4
Cumberland	0.1	-18.4	Kenton	8.1	-4.8
Daviess	10.0	-1.4	Knott	5.6	-29.1

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*Rate per 1,000 population.

County	'69 Net Natural Increase*	Percent Net Migration '60-'70	County	'69 Net Natural Increase*	Percent Net Migration '60-'70
Knox	6.9	-16.5	Nicholas	2.6	-6.2
Larue	1.4	-3.9	Ohio	-0.8	4.5
Laurel	8.3	-2.4	Oldham	9.5	0.4
Lawrence	5.0	-18.4	Owen	-3.0	-11.7
Lee	5.6	-20.2	Owsley	6.2	-16.7
Leslie	13.9	-18.7	Pendleton	2.9	-6.7
Letcher	8.2	-35.6	Perry	11.6	-41.8
Lewis	7.7	-17.4	Pike	8.4	-23.1
Lincoln	5.7	-6.5	Powell	11.8	0.6
Livingston	1.1	4.3	Pulaski	7.2	-5.5
Logan	4.3	-3.3	Robertson	-4.2	-12.9
Lyon	-0.9	-7.0	Rockcastle	5.4	-11.7
McCracken	3.1	-2.8	Rowan	9.6	18.5
McCreary	11.2	-12.5	Russell	5.7	-11.6
McLean	1.6	-9.1	Scott	7.6	6.5
Madison	9.9	14.7	Shelby	4.3	-4.6
Magoffin	13.2	-21.5	Simpson	8.4	4.9
Marion	10.2	-16.3	Spencer	6.8	-14.3
Marshall	6.1	13.5	Taylor	8.2	-5.5
Martin	10.5	-22.8	Todd	3.5	-11.7
Mason	2.5	-14.1	Trigg	3.2	-10.1
Meade	6.7	-12.2	Trimble	6.1	-4.2
Menifee	7.9	-15.4	Union	3.5	2.4
Mercer	4.9	2.1	Warren	6.7	15.9
Metcalfe	3.8	-9.9	Washington	4.4	-14.3
Monroe	4.3	-9.1	Wayne	3.7	-12.3
Montgomery	7.3	4.5	Webster	-0.7	-8.0
Morgan	7.0	-18.7	Whitley	2.9	-12.8
Muhlenberg	3.4	-6.3	Wolfe	4.9	-23.2
Nelson	9.2	-9.9	Woodford	11.0	6.9

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*Rate per 1,000 population.

Source: Kentucky State Department of Health and Spindletop Research, Inc.

Kentucky County Population Projections

County	Population		County	Population	
	1975	Percent Increase '70-'75		1975	Percent Increase '70-'75
Adair	12,051	-7.56	Edmonson	9,093	3.91
Allen	12,617	0.15	Elliott	5,682	-4.23
Anderson	9,628	2.89	Estill	12,688	-0.50
Ballard	8,276	0.00	Fayette	201,500	15.59
Barren	28,052	-2.18	Fleming	11,509	1.26
Bath	9,221	-0.15	Floyd	32,757	-8.73
Ball	28,810	-7.32	Franklin	37,146	7.73
Boone	41,164	25.45	Fulton	9,553	-6.19
Bourbon	18,292	-1.00	Gallatin	4,232	2.37
Boyd	51,233	-2.18	Garrard	9,223	-2.47
Boyle	21,344	1.20	Grant	10,246	2.47
Bracken	6,988	-3.31	Graves	31,234	0.95
Breathitt	13,280	-6.62	Grayson	16,618	1.05
Breckinridge	14,612	-1.20	Green	9,680	-6.47
Bullitt	35,179	34.84	Greenup	34,851	5.00
Butler	9,914	1.96	Hancock	8,304	17.29
Caldwell	13,087	-0.70	Hardin	82,136	4.74
Calloway	32,353	16.83	Harlan	32,008	-14.35
Campbell	87,927	-0.65	Harrison	14,172	0.10
Carlisle	5,214	-2.61	Hart	14,613	4.53
Carroll	8,686	1.91	Henderson	36,867	2.32
Carter	19,349	-2.53	Henry	10,807	-0.94
Casey	12,099	-6.43	Hickman	5,942	-5.14
Christian	57,186	1.71	Hopkins	37,429	-1.93
Clark	25,507	5.88	Jackson	9,515	-4.90
Clay	16,765	-9.29	Jefferson	732,320	5.36
Clinton	7,719	-5.57	Jessamine	19,904	14.19
Crittenden	8,354	-1.64	Johnson	16,279	-7.18
Cumberland	6,246	-8.82	Kenton	131,590	1.66
Daviess	82,963	4.37	Knott	13,050	-11.21

	Population			Population	
County	1975	Percent Increase '70-'75	County	1975	Percent Increase '70-'75
Knox	22,574	-4.71	Nicholas	6,392	-1.78
Larue	10,539	-1.25	Ohio	19,140	1.86
Laurel	28,203	2.98	Oldham	15,429	5.05
Lawrence	10,026	-6.53	Owen	6,937	-7.14
Lee	6,120	-7.09	Owsley	4,765	-5.14
Leslie	11,346	-2.38	Pendleton	9,761	-1.89
Letcher	20,161	-12.97	Perry	22,059	-14.21
Lewis	11,767	-4.76	Pike	56,701	-7.14
Lincoln	16,596	-0.40	Powell	8,194	6.36
Livingston	7,803	2.73	Pulaski	35,535	0.85
Logan	21,902	0.50	Robertson	1,984	-8.28
Lyon	5,346	-3.88	Rockcastle	11,922	-3.11
McCracken	58,368	0.15	Rowan	19,538	14.86
McCreary	12,467	-0.65	Russell	10,235	-2.91
McLean	8,727	-3.70	Scott	19,250	7.25
Madison	48,251	12.92	Shelby	18,971	-0.15
Magoffin	10,016	-4.09	Simpson	13,945	6.83
Marion	16,210	-3.02	Spencer	5,285	-3.70
Marshall	22,458	10.19	Taylor	17,371	1.36
Martin	8,814	-6.00	Todd	10,386	-4.04
Mason	16,294	-5.67	Trigg	8,327	-3.40
Meade	18,285	-2.72	Trimble	5,400	0.95
Menifee	3,900	-3.70	Union	16,356	2.98
Mercer	16,526	3.55	Warren	64,222	11.82
Metcalfe	7,931	-3.01	Washington	10,207	-4.86
Monroe	11,365	-2.38	Wayne	13,665	-4.23
Montgomery	16,292	6.04	Webster	12,714	-4.28
Morgan	9,446	-5.72	Whitley	22,973	-4.85
Muhlenberg	27,140	-1.44	Wolfe	5,169	-8.82
Nelson	23,395	-0.35	Woodford	15,773	9.28

Source: Spindletop Research, Inc.

Source for all information: "Potential Aggregated Housing Markets in Kentucky"
Spindletop Research, Inc.
Kentucky Program Development Office
July, 1971

POPULATION CHANGE

During the decade of the 1960's, Kentucky's population grew by nearly six percent. Although this figure is approximately one-hald the national population percentage growth, it is significant to note that the urban population (i.e., persons living in communities of 2,500 or larger) has exceeded the rural population. The patterns of urbanization and suburbanization are particularly pronounced in the areas surrounding most of Kentucky's larger cities.

The racial composition of Kentucky's population changed slightly during the decade of the 60's. Table shows that the state's black population increased by 25,890, such that this racial group now comprises 7.5 percent of the total population. Although the number of persons defined as "Indian and Other Races" by the U.S. Census more than doubled during the past decade, the percentage of the total population represented by this group is still quite small.

Table
Racial Composition of Kentucky Population

Race	1960 Count	Percent of 1960 Count	1970 Count	Percent of 1970 Count
White	2,820,157	92.82%	2,971,232	92.31%
Black	215,402	7.09	241,292	7.50
Other	2,597	0.09	6,182	0.19
Total	3,038,156	100.00%	3,218,706	100.00%

Source: U.S. Census of Population, 1960, Vol. I, Kentucky
U.S. Bureau of the Census, 1970 First Count Summary
Tape, File B, Kentucky, and Spindletop Research, Inc.

During the past decade, there have been some rather significant changes in the age composition of the state's population. (See Table) In 1960, 32.3 percent of Kentucky's population was 14 years old or younger; while in 1970, this figure had declined to 28.7 percent. During the same period, the number of persons between the ages of 15 and 24 rose from 14.7 to 18.2 percent of the state's population. The percentage composition of the age range 25 to 54 decreased slightly from 35.1 to 33.5 percent, while the percentage of people over age 55 increased.

Table
Age Composition of Kentucky Population

Age Group	Population 1960	Population 1970	Percent of Population 1960	Percent of Population 1970
Under 5	342,482	272,279	11.3%	8.5%
5 to 14	637,382	650,866	21.0	20.2
15 to 24	448,335	584,371	14.7	18.2
25 to 54	1,066,951	1,079,606	35.1	33.5
55 to 74	443,247	501,627	14.6	15.6
75 and over	99,759	129,957	3.3	4.0
Total	3,038,156	3,218,706	100.0%	100.0%

Source: U.S. Census of Population, 1960, Vol. I, Kentucky.
U.S. Bureau of the Census, 1970 First Count Summary
Tape, File B, Kentucky, and Spindletop Research, Inc.

Several inferences may be drawn from the figures indicated above. First, the substantially reduced percentage of children five years of age reflects the general decline in birth rates from 1960 to 1970. The Kentucky Crude birth rate, which is virtually identical with the national birth rate,* has continuously declined from 23.7 percent (per 1,000 population) in 1960 to 17.7 percent in 1968, but then rose slightly to 17.9 in 1969. This very small increase in the birth rate between 1968 and 1969 is probably related to the percentage increase in the number of 15 to 24 year olds. This age group contains the vast majority of persons forming new households and families. Finally, the slight increase in the percentage of people 55 years and over, in all likelihood, can be attributed to the increased longevity brought about by advances in medical science.

The changing age composition, however, has not resulted in a disproportionate gain of males or females in Kentucky's population. (See Table .) Specifically, the three percent greater number of males to females in the age group five to 24 and the similar percentage "excess" of females to males in the age group 55 and over remain essentially unchanged from 1960 to 1970.

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*Division of Vital Statistics, National Center for Health Statistics, Public Health Service, U. S. Department of Health, Education and Welfare, Washington, D.C., July, 1970.

Table
Percentage Age Composition of the Kentucky Population by Sex

Age Group	1960		1970	
	Male	Female	Male	Female
Under 5	11.6	11.0	8.8	8.1
5 to 14	21.5	20.5	21.1	19.4
15 to 24	15.4	14.2	18.9	17.4
25 to 54	34.6	35.6	33.2	33.9
55 to 74	14.0	15.1	14.7	16.5
75 and over	2.9	3.6	3.3	4.7

Source: U.S. Census of Population, 1960, Vol. I, Kentucky
U.S. Bureau of Census, 1970 First Court Summary
Tape, File B, Kentucky, and Spindletop Research, Inc.

POPULATION GROWTH

The population growth during the decade of the 60's in Kentucky was concentrated in the Louisville and Lexington areas, with lesser concentrations occurring adjacent to Cincinnati, Ashland, Morehead, Bowling Green, Owensboro and Murray. (See Table and Figure .) Jefferson County had the greatest absolute growth, approximately 84,000 persons, despite the fact that the city of Louisville lost nearly 29,000 of its 1960 population. The suburbanization trend, which began in the 1950's, is continuing in Jefferson County and its impact is now being felt in adjacent counties--especially to the south. Bullitt County, immediately south of Jefferson County, showed nearly a 66 percent gain over its 1960 population, the largest percentage increase of any Kentucky county during the decade. The rather impressive percentage gain by Bullitt County was the result of an absolute increase of approximately 10,364 persons during the past 10 years. Two other counties sharing a common boundary with Jefferson County (Oldham and Shelby) experienced a less spectacular population increase, and Spencer County (adjacent to the extreme southeastern corner of Jefferson County) showed a very small population decline. Thus, the major growth axis of the Louisville Metropolitan Area appears to be southwestward in Jefferson and Bullitt Counties.

The second major growth center in Kentucky is the area surrounding Fayette County and the city of Lexington. Of the six counties continguous with Fayette, three gained in excess of 20 percent of their 1960 population, two gained between 10 and 20 percent, and one gained a slight 1.6 percent. Nearby Franklin County (Frankfort) gained 17.2 percent during the 60's and, to the east, Powell and Montgomery Counties increased between 10 and 20 percent. In absolute population growth, this area experienced a gain of approximately 68,000 persons--42,000 of which occurred in Fayette County. Notable population growth occurred in the cities of this area such as Lexington, Frankfort, Versailles, Winchester, Richmond and Nicholasville.

Five lesser growth centers in the state are distinguishable in Figure . First, in the extreme northeastern corner of the state, the suburbanizing impact of the city of Ashland (Boyd County) into Greenup County is quite apparent. Although this two-county area experienced an absolute increase of approximately 4,000 persons, Greenup County added 13.5 percent to its 1960 population. Much of this population increase was unquestionably the addition of out-migrants from the city of Ashland, which lost 2,000 of its 1960 population.

A second minor growth center is clearly evident in the three northern Kentucky counties just south of Cincinnati--Boone, Kenton and Campbell. These three counties added approximately 22,000 persons to their 1960 population, with the bulk of the growth (11,000) occurring in Boone County. If the Cincinnati area economy continues to expand as it has for the past two decades, and the current trend of suburbanization is maintained, this area will continue to develop into a major Kentucky population center.

The third minor growth center is comprised of the three Ohio River Counties of Henderson, Daviess and Hancock. These three counties added approximately 13,000 persons to their 1960 population, with the major growth occurring in Daviess County and the city of Owensboro. Despite its relatively small population size, Hancock County with the recent addition of new industry, increased by nearly one-third; and Henderson, in the Evansville, Indiana SMSA, gained an additional 3,500 persons. Moreover, the major cities of Owensboro and Henderson, as well as the community of Lewisport in Hancock County, have gained population at a rate which exceeds the rate for their respective counties.

A fourth minor population growth center is centered in Warren County. In absolute population growth, Warren County gained appreximately 12,000 people, while the six adjacent counties experienced a combined growth of 4,000. Most of this growth is occurring in the city of Bowling Green (the county seat of Warren County) and the adjacent county seats of Glasgow, Franklin and Russellville.

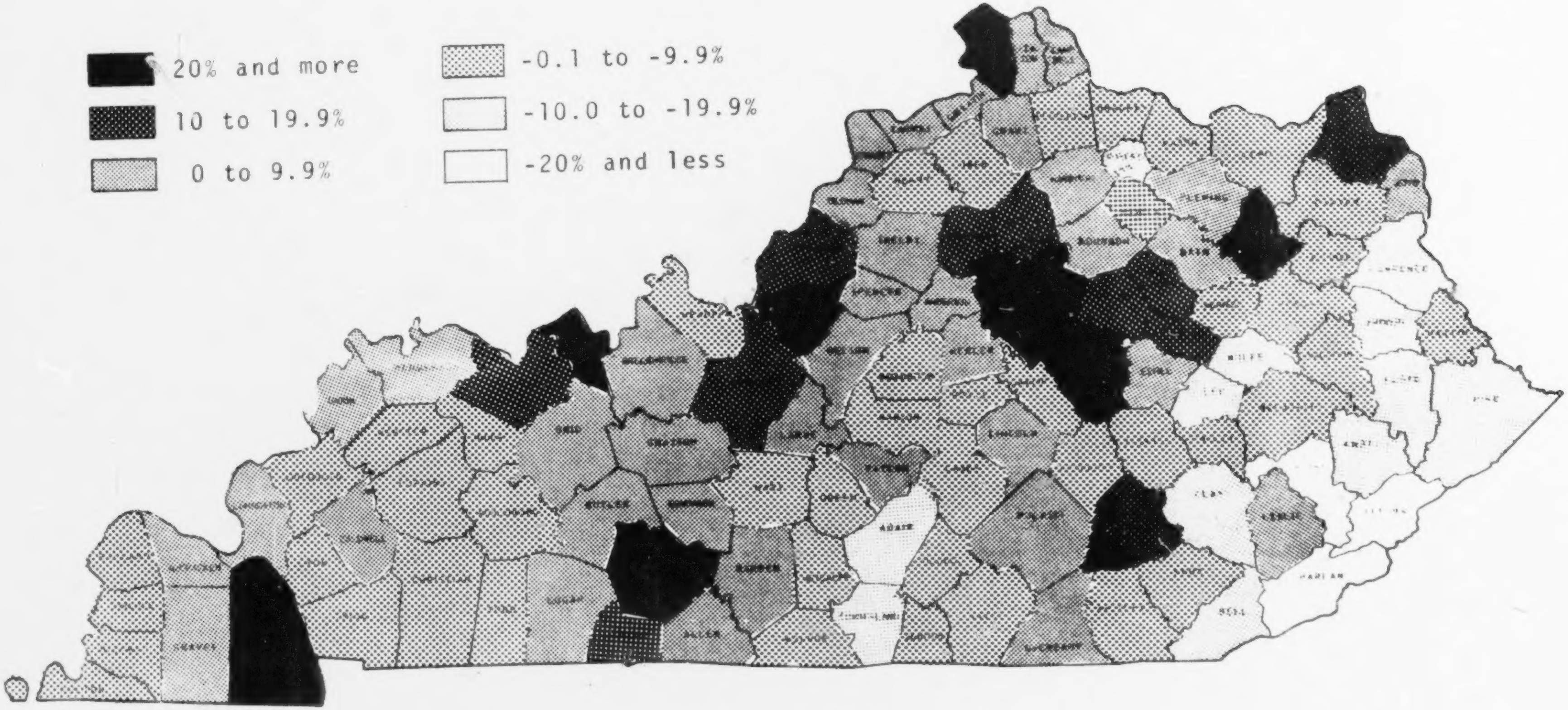
The fifth minor growth center is in Marshall and Calloway Counties. The two counties gained approximately 11,000 persons during the decade of the 60's. The population of Murray, the county seat of Calloway County, increased 45.5 percent, while Benton and Calvert City in adjacent Marshall County gained 18.8 and 39.8 percent, respectively, over their 1960 population.

Population declines of major proportions were recorded in two distinct areas, while less significant population losses occurred in three other identifiable areas of the state. Not unexpectedly, the greatest population losses occured in southeastern Kentucky. Harlan, Letcher and Perry Counties all experienced population declines in excess of 20 percent of their 1960 count. Peripheral to this core of high-loss counties. Similar population losses were recorded by Lee and Wolfe Counties, also in eastern Kentucky.

The second major area of population loss occured in south central Kentucky, in adjacent Cumberland and Adair Counties. Both counties lost in excess of 10 percent of their 1060 populations, and, with the exception of Taylor County, all counties surrounding Adair and Cumberland Counties lost population.

Lesser population losses were recorded in west central Kentucky, mostly in the western Kentucky coal counties; while the four extreme western counties of Ballard, Carlisle, Hickman and Fulton recorded generally larger percentage losses. In both areas, however, losses were less than 10 percent of the 1960 population.

A final area recording a population loss is comprised of counties of Pendleton, Bracken, Mason and Lewis, between Cincinnati and Ashland. Similar to the western portion of the state, the population losses here are less than 10 percent of the 1960 population.



Source: 1970 U.S. Census of Population. Advance Report

Percentage Population Growth: 1960-1970

Regional Development for library services in Kentucky was suggested in 1944 by Lena B. Nofcier, Director, Library Extension Division at that time, to eliminate the weaknesses of small units. Miss Nofcier's proposed plan included the following suggestions:

1. That the state be divided into 20 regions.
2. Louisville, the only metropolitan area then, should be outside any region.
3. Regional libraries should be located in trading centers, if possible.
4. The state should supplement local library income up to $.50 per capita.

This last suggestion probably prevented her proposal from being realized.

In 1956 the Library Services Act was passed and Kentucky submitted its plan for the development of public library systems through a regional program - multi-county federations. Originally, there were 4 regions with 20 county libraries participating. Today, there are 15 regions with 89 participating counties. The library regions are all federations of public libraries in counties which agree to cooperate with the Department of Libraries and with each other for the improvement of library service to the area concerned.

Regional Development has meant the sharing of books, equipment, regional staff and programs; however, each participating county retains its own library and library board. See the attached Regulations for Participation in a Regional Library System and Participating Counties, 1971-72.

Source: Legislative Research Commission: Research Publication No. 65. Public Library Services, 1959. Mrs. Gretchen Knief Schenk.

Regulations for Participation in a Regional Library System
(Amended, 1967-68)

Libraries shall have a Librarian in charge who is certified by the Kentucky Board for Certification of Librarians at the grade required for the population served, or shall have plans to employ such a Librarian within two (2) years.

Main Libraries shall be open for service for the following hours:

For counties with a population under 15,000........30 hours a week
For counties with a population of 15,001-40,000....36 hours a week
For counties with a population of 40,001-75,000....48 hours a week
For counties with a population of 75,000 or over...60 hours a week

Libraries shall have at least a temporarily acceptable Library building or room on the ground floor in a location conveniently accessible to all citizens, with plans for adequate size in the future.

Adequate shelving, lights and equipment shall be provided for efficient use of the Library.

A free telephone, with a listed number in the telephone book, shall be in all cooperating Libraries in the county.

County service shall be provided by a Bookmobile or Bookmobiles with service of at least 4 days a week, 6 hours a day, to outlying and disadvantaged areas, except that two small counties may share a Bookmobile giving a total of minimum service for one county between them.

Gracious, free Library service and free access to all facilities shall be provided to all citizens within the county without regard to race, creed or ethnic origin.

Free access to materials in each Library by citizens in the Region through loan or interlibrary loan is required.

No patron shall be neglected by a negative answer to a request for books or information. A written or telephoned request shall be made for the material to the Reference and Loan Division, Department of Libraries, or to a Library known to have the material.

Attention to the financial and other needs of the Library staff is needed. Included are participation in the County Retirement System, adequate salary schedules, allotment of sick time, vacation time and time for attendance at Workshops and professional Library meetings. Minimum wages required for full-time workers shall meet the Federal requirement within eighteen (18) months.

All Libraries shall work for increased use by all types of citizens through publicity, programs, and cooperation with organizations and other agencies.

Cooperation is necessary between Public and Regional Librarians, with the acceptance of supervision by Regional Librarians in technical Library matters.

PARTICIPATING REGIONS

LAKE CUMBERLAND REGION
Adair
Clinton
Cumberland
Green
Pulaski
Russell
Wayne

CUMBERLAND VALLEY REGION
Bell
Clay
Harlan
Knox
Laurel
Rockcastle
Whitley

EASTERN KENTUCKY REGION
Breathitt
Floyd
Magoffin
Pike (Partial Demonstration)

EDEN SHALE REGION
Henry
Oldham
Owen
Shelby
Trimble

BARREN RIVER REGION
Allen
Barren
Butler
Edmonson
Hart
Logan
Metcalfe
Monroe
Simpson
Warren

PENNYRILE REGION
Caldwell
Christian (Partial Demonstration)
Crittenden
Lyon
Muhlenberg
Webster

LINCOLN TRAIL REGION
Breckinridge
Bullitt
Hardin
Larue
Marion
Meade
Nelson
Washington

GREEN RIVER REGION
Daviess
Hancock
Henderson
Ohio
Union

PURCHASE REGION
Calloway
Fulton
Graves
McCracken
Marshall

BUFFALO TRACE REGION
Bath
Bourbon
Fleming
Harrison
Lewis
Mason
Menifee
Nicholas
Rowan

PINE MOUNTAIN REGION
Leslie
Letcher
Perry

BIG SANDY REGION
Estill
Greenup (Demonstration)
Johnson
Lawrence
Lee
Morgan
Owsley
Wolfe

CAPITOL REGION
Anderson
Franklin
Mercer (Demonstration)
Scott
Woodford

BLUEGRASS REGION
Boyle
Fayette
Garrard
Jessamine
Lincoln

NORTHERN KENTUCKY REGION
Kenton
Pendleton

BOOKMOBILE SERVICE ONLY
Clark*
Grant*
Jackson*
Powell*
Spencer*

*Bookmobiles and Bookmobile books from the state. Libraries do not participate with Regions.

BOOKMOBILES ONLY
Jefferson**

**2 Bookmobiles, no books
1 New, large Bookmobile, no books.

Development of Constraints
(Other Library Resources)

There is a clear division of responsibility among the various forms of library service in the state of Kentucky.

SCHOOL LIBRARIES

> Instructional or curricular materials are the province of the school library. Materials considered supplementary and recreational belong in the field of public library service to children. At no time and under no circumstances should the school and public library be in competition. Both units serve the child, the public library supplementing the work of the school. *

The development of school libraries in Kentucky was slow until the passage and inauguration of the minimum foundation program. This program provided for establishing and improving school libraries in several ways:

1. giving the librarian the same status as a classroom teacher;
2. the full-time librarian may be employed for a 10 month period with the local board being reimbursed for this amount;
3. the state allotment per classroom unit for current operating expenses provides funds for the purchase of library books and materials; and
4. the state allotment per classroom unit for capital outlay provides funds for the purchase of furniture, equipment and books for new libraries. **

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* Frances Henne and Frances Lander Spain, "The School and the Public Library," Annals of the American Academy of Political and Social Science. Vol CCCII, (November, 1955), p. 53.

** Kentucky Department of Education, "Library Services for Schools," Educational Bulletin, Vol. XXV, No. 4 (April, 1957), P. 186.

NOTE: The source used by the writer: Legislative Research Commission: Research Publication No. 65. Public Library Services, 1959. Mrs. Gretchen Knief Schenk.

Development of Constraints
(Other Library Resources)

Two Tables are included from a study done by the A. D. Little Corporation. They are attached. A Survey of all School Superintendents was made by the Department of Libraries. The results of this survey are included in another part of this report.

SPECIAL AND ACADEMIC LIBRARIES

Table 3 indicates Library Resources available in the state following the Kentucky Department of Libraries Regional boundaries. These include special, academic and hospital libraries.

Special Libraries for the puposes of this report include libraries of private organizations, business, hospitals and independent collections within several agencies of state government. (The Department of Libraries excluded.)

The role of special libraries has become one of serving not only their organizations or business', but also to offer service to other individuals and groups. The reason for this change is twofold. First, there are an increasing number of special libraries, and second, there is also a greater need for more specialized or technical information. The Department of Libraries with the inauguration of the Kentucky Library Communications Network under the LSCA Title III Interlibrary Cooperation program is making strides to cooperate with many of these libraries.

It is important in a discussion of other library resources for us to understand work with state government agencies housing individual collections. A Survey of the state government agencies was made recently, and the results of this survey are discussed in another part of this report.

Development of Constraints
(Other Library Resources)

The following is a list of state agency libraries and information divisions taken from the Index of State and Other Service Organizations, 1970.

Archives and Records - This library constains books and materials on Kentucky state government. The collection is available for use in the library and questions are answered by telephone and/or mail.

Court of Appeals - The court library contains a general collection of law materials. These are available for use in the library.

Department of Commerce - The library contains documents on economic development. Limited reference services and on-site use of the collection are available. The Research Division of the Department of Commerce answers informational needs of prospective industries for Kentucky.

Department of Economic Security - The Department's Information Division handles all requests for information from the public.

Department of Education - The library in the Department of Education is a part of the Division of Information and Publications and contains books, documents, and subscriptions to 150 periodicals. A collection of films, reference and referral services, direct and interlibrary loan services, and on-site use of library materials are available.

Department of Health - The library contains books and ephemeral material to be used at the library and as references for medical, scientific, and technical questions on public health. The Division of Health Education operates the library and is the informational arm of the Health Department.

Department of Highways - The library is located on the tenth floor of the State Office Building and contains items on traffic safety, highway planning, and the history of the Department. On-site use of materials as well as reference services are available. The Department also maintains a law library which is used by the legal staff. The Public Affairs staff answers most questions from the public.

Department of Mental Health - The library maintains a small collection of materials for Department use. It also houses a large collection of films.

Department of Motor Transportation - The Department maintains its law library primartily for its own use, but on-site use is available to the public.

Department of Public Safety - The State Police Academy houses a small collection of materials which is available to the cadets or to anyone interested in law enforcement. There is also a small collection of films on public safety, which is available from the Division of Safety Education. Safety Education also answers general questions from the public.

Department of Revenue - A collection of materials on income tax and on local, state and federal taxes is maintained for the Research Staff and is made available for use in the library. The Research Staff answers questions and offers advisory and consultant services.

Kentucky Historical Society - The library of the Kentucky Historical Society has a rather large collection of historical materials which include family histories and geneologies. These materials are available for use only in the library.

Kentucky Program Development Office - This collection of about 2,500 documents includes planning studies, socio-economic data, and other materials for community and regional development. The library renders reference and referral services and allows on-site use of materials. Interlibrary loans and direct loans are also available. This library is part of the Kentucky Program Development Office's Information Division, which processes questions from the public and serves the information needs of the Area Development Districts and the other staff members of the Kentucky Program Development Office.

Legislative Research Commission - The Commission maintains a collection of about 50,000 books and pamphlets in the Capitol as reference materials for the research needs of the General Assembly. The materials are particularly pertinent to researchers involved in the legislative branch of government and to persons interested in the legal parameters imposed on institutions that comprise the public sector. The library regularly receives 120 periodicals.

"Academic institutions in Kentucky range from large established universities to small new community colleges. In between there are private and state supported four-year colleges, some with limited graduate programs and others without any graduate programs. These institutions have similar services and programs and many of them are facing the same problems in varying degrees." *

A major service that the colleges and universities can provide is that of reference and information assistance. Several of these libraries do cooperate with the Department of Libraries in the Kentucky Library Communications Network.

The attached Tables taken from the A. D. Little report show some of the pertinent statistics of the Academic Libraries.

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* A. D. Little Report. A Plan of Library Service for the Commonwealth of Kentucky. June 1969.

NAME OF REGION:	PURCHASE	PENNYRILE	GREEN RIVER	BARREN RIVER	LINCOLN TRAIL	EDEN SHALE	NORTHERN KENTUCKY	BUFFALO TRACE	BIG SANDY	EASTERN KENTUCKY	PINE MTN.	CUMBERLAND VALLEY	LAKE CUMBERLAND	CAPITOL	BLUEGRASS	NOT IN REGION
No. Counties	5	6	5	10	8	5	2	9	8	4	3	7	7	5	5	31
No. Public Libraries	7	8	7	10	8	4	3	9	10	6	4	10	7	5	5	13
a. Taxing Districts	4	4	3	6	7	5	2	9	8	3	3	7	5	4	4	1
b. Other	1	2	2	4	1	0	0	0	0	1	0	0	2	1	1	12
No. Special Libraries	1	0	1	0	4	0	0	1	0	0	0	0	0	10	7	25
No. Academic Libraries	3	1	3	1	5	0	1	2	0	3	1	4	3	3	6	17
No. Hospital Libraries	0	0	0	0	0	0	1	0	0	0	0	0	0	0	4	7

RESOURCES OF KENTUCKY'S SCHOOL LIBRARIES, 1967

	Elementary Schools N=670	Junior High Schools N=72	Four-Year High Schools N=272
Books in Collection:			
Total	2,160,562	310,650	1,691,621
Per Student	7.1	6.5	8.2
Books Added, 1966-1967:			
Total	443,804	56,126	256,966
Per Student	1.4	1.2	1.3
Books Circulated, 1966-1967:			
Total	7,204,834	747,521	3,184,608
Per Student	23.4	16.0	15.0
Film Strips on Hand:			
Total	150,344	13,400	70,095
Per Student	0.5	0.28	0.34

Based on annual reports for 1967-1968, submitted to Kentucky Department of Education.

N = number of libraries

Total elementary school enrollment:	303,771
Total junior high school enrollment:	47,449
Total four-year high school enrollment:	206,403

INCOME AND EXPENDITURE OF SCHOOL LIBRARIES BY TYPE OF SCHOOL, EXCLUSIVE OF FEDERAL GRANTS, 1966-1967

	Elementary Schools	Junior High Schools	Four-Year High Schools
Current Appropriations for Books and Printed Material:			
Total	$776,823	$149,802	$677,671
Per Student	$2.57	$3.11	$3.28
Current Appropriations for Audiovisual Material:			
Total	$98,597	$14,727	$82,875
Per Student	$0.32	$0.31	$0.40

Based on annual reports for 1967-1968, submitted to Kentucky Department of Education.

Total elementary school enrollment:	303,771
Total junior high school enrollment:	47,449
Total four-year high school enrollment:	206,403

SOME STATISTICS ON KENTUCKY'S ACADEMIC LIBRARIES

	Number of volumes at end of year	Number of volumes added during year	Number of volumes withdrawn during year	Number of serial titles being received at end of year
Asbury College	71,065	2,111	299	464
Asbury Theological Seminary	57,919	3,627	171	540
Bellarmine College	44,934	4,903	109	1,015
Brescia College	36,799	2,502	120	400
Campbellsville College	31,722	6,105	58	334
Alice Lloyd College	16,293	1,311	5,085	100
Centre College of Kentucky	78,814	2,340	1,778	645
Lexington Theological Seminary	51,347	2,755		
Georgetown College	78,788	9,287	10	729
Kentucky Wesleyan College	41,428	2,112	1,002	400
Loretto Jr. College	12,235	700	125	50
Morehead State College	104,246	11,141	780	1,017
Murray State College	124,467	10,014		1,039
Catherine Spalding College	78,999	7,599	400	1,015
Nazareth College of Kentucky	48,027	2,337	150	350
Paducah Jr. College	12,944	2,373	125	186
St. Catherine Jr. College	14,348	568	79	87
Southeastern Christian College	10,950	550		88
Southern Baptist Theological Seminary	138,250	8,025		1,828
Sue Bennett College	22,243	3,467	29	275
Transylvania College	55,588	7,501		525
Union College	44,697	2,868	98	346
University of Kentucky	1,131,070	63,135	1,973	27,962
University of Louisville	426,937	20,592	1,333	4,045
Ursuline College	42,077	2,325	160	306
Villa Madonna College	48,745	3,524	423	588
Western Kentucky State College	169,987	19,125	935	1,265
Kentucky Southern College	37,234	8,584		420

Source: American Library Association, Library Administration Division, Library Statistics of College and University, 1965-66, ALA, 1967, p. 32-33.

OPERATING EXPENSES FOR ACADEMIC LIBRARIES, 1965-1966

	Total	Salaries	Wages	Books & Other Library Materials	Binding	Other (excluding capital outlay)	Library Expense Index OE EGE
Asbury College	49,052	21,000	13,495	9,784	3,028	1,745	5.4
Asbury Theological Seminary	52,546	30,155	995	17,837	2,361	1,198	7.4
Bellarmine College	95,740	54,166	5,131	26,455	2,870	7,118	7.1
Brescia College	61,974	36,800	2,761	19,202	707	2,504	8.8
Campbellsville College	35,355	13,930	7,904	11,068	1,559	894	4.7
Alice Lloyd College	32,184	16,800	2,675	11,960	656	93	6.8
Centre College of Kentucky	48,890	17,435	4,490	23,190	2,603	1,172	4.8
Lexington Theological Seminary	42,225	19,500	6,000	12,125	4,000	600	9.5
Georgetown College	85,121	31,513	9,783	29,297	6,860	7,668	6.9
Kentucky Wesleyan College	55,513	24,405	4,795	18,716	1,503	6,094	6.6
Loretto Jr. College	9,454	8,300		933	54	167	
Morehead State College	182,904	102,425	1,962	68,453	3,358	6,706	5.0
Murray State College	241,561	78,537	22,793	122,033	6,893	11,305	5.2
Catherine Spalding College	81,126	36,380	5,942	32,721	3,144	2,939	6.4
Nazareth College of Kentucky	38,255	22,300	4,858	8,679	1,136	1,282	6.7
Paducah Jr. College	37,625	12,200	7,903	14,861	1,932	729	
St. Catherine Jr. College	9,371	6,372	60	1,685	944	310	6.3
Southeastern Christian College	7,430	4,620	946	1,653	86	125	5.6
Southern Baptist Theological Seminary	160,275	75,047	18,425	29,485	5,987	31,331	13.0
Sue Bennett College	9,605	6,503	1,076	1,694	54	278	5.0
Transylvania College	67,222	28,016	4,552	27,859	3,493	3,302	7.2
Union College	46,254	20,040	6,200	16,746	1,344	1,924	4.3
University of Kentucky	1,203,882	608,825	87,100	397,282	43,964	66,711	2.2
University of Louisville	551,849	254,835	49,722	179,321	24,894	43,077	3.7
Ursuline College	33,349	15,000	1,534	15,433	1,172	210	3.1
Villa Madonna College	63,478	38,612	3,988	13,189	1,347	6,342	5.7
Western Kentucky State College	324,433	130,679	36,072	125,488	12,399	19,795	5.4
Kentucky Southern College	73,842	24,555	5,299	36,059	2,516	5,413	6.3

Source: American Library Association, Library Administration Division, Library Statistics of Colleges and Universities, 1965-66, ALA, 1967, p. 110-111.

Development of Constraints
(Demonstrations)

Since 1966, the Department of Libraries has conducted Library Demonstrations in selected counties to secure the necessary local financial support for permanent participation in a Region. The general aim of this program has been to create an awareness of the value of quality library service where no such awareness exists.

The Demonstrations last for two years, by the end of which the county must have passed a library tax sufficient to carry on the program with only the normal materials and assistance funished by the Department.

During the Demonstration the Department of Libraries furnishes a basic collection of books and audio-visual materials; whatever is needed in the way of furniture, equipment, and shelving; and assistance in necessary personnel. (All based on funds being available.)

Special emphasis is placed on quality service from the library and from the bookmobile, and on conducting library oriented programs.

Counties participating since 1966 in the Demonstration program include:

Calloway
Estill
Fulton
Garrard
Greenup
Hickman
Jessamine
Lincoln
Mercer
Oldham
Pendelton
Perry
Pike (partial)
Pulaski
Rowan
Wolfe

Source: ANNUAL PROGRAM LSCA 1969-70.

APPLICATION FOR A STATE SUPPORTED COUNTY LIBRARY DEMONSTRATION PROJECT

We, the library board of trustees responsible for the library program of ____________ County, do hereby submit this application for a library demonstration project. This library demonstration project will receive state support to the amount agreed upon in the accompanying financial worksheet between the dates of ________________ and ________________.

Before the termination of this library demonstration project, we agree to ask the people of ___________ County to support the ongoing library activities in their county by petitioning or voting a county library tax in the manner prescribed by the Kentucky Revised Statutes, or by obtaining necessary appropriation increases. Should the tax or appropriation not become legally established, we understand that all State property will be withdrawn. Should the tax become legally established we understand that we shall be entitled to use all property involved in the demonstration project and shall be entitled to all privileges granted to a county participating in the Kentucky Regional Library Development Program.

We also have presented this application to the fiscal court of ___________ County for their approval of the library demonstration project. The accompanying signature of the County Fiscal Court Judge only indicates the approval of said court to allow the library demonstration project the agreed upon local funding for the term of the project itself. After the termination of this library demonstration project, we understand that the fiscal court shall comply with the expressed will of the people.

We understand that the dates agreed upon for the terms of this library demonstration project will be subject to available funding from both state and local sources. We understand that the dates cannot be agreed upon unless funding from all sources are available at the beginning date of said project.

Signatures:

____________________________, Chairman Date ___________

______________ County Library Board of Trustees

____________________________, County Judge Date ___________

__________ ___ County Fiscal Court

____________________________, State Librarian Date ___________

COUNTY LIBRARY DEMONSTRATION PROJECT FINANCIAL AGREEMENT

County __________ Population ____________ Date of Application ___________
Region __________ Assessed Property Valuation ___________________________

The following general budget outline shows what funds have been agreed upon for the purpose of supporting a two year library demonstration project. The sums recorded on this document should be established before the cover agreement is signed. The exact amounts will be arrived at through consultation with the county library board of trustees, the county fiscal court and the state librarian. Any changes to this agreement should be submitted as a new application with a cover letter from the chairman of the county library board explaining the requested changes.

first year: Date __________	State	Local	Other
Income:			
Local Grants	$	$	
State Grants			
Other (explain)			$
Total Income for Year	$	$	$
Expenditures *			
Salaries	$	$	$
Rent			
Renovation			
Motor Fuels			
Books: A Collection			
B Collection			
C Collection			
D Collection			
Basic Collection			
Lending Library			
Audio Visual			
Furniture and Equipment			
Miscellaneous (explain)			
Total Expenditures for Year	$	$	$

second year: Date __________	State	Local	Other
Income:			
Local Grants	$	$	
State Grants			
Other (explain)			$
Total Income for Year	$	$	$
Total for Project	$	$	$
Expenditures *			
Salaries	$	$	$
Rent			
Renovation			
Motor Fuels			
Books: A Collection			
B Collection			
C Collection			
D Collection			
Basic Collection			
Lending Library			
Audio Visual			
Furniture and Equipment			
Miscellaneous (explain)			
Total Expenditures for Year	$	$	$
Total for Project	$	$	$

* All expenditures for this library demonstration project must be documented according to Department of Libraries, Business office requirements.

Development of Constraints
(Legal - KRS)

Significant Kentucky Library Legislation

1894 - Cities of second class permitted to establish a public library in connection with the public school system and as part of it; the library to be under direction and control of school board.

1898 - Opened the way for free library service in cities of first class; mayor permitted to contract with association or corporation that controlled a library. Act of 1894 relative to libraries in cities of the second class amended to permit establishment of public library independent of the school system.

1902 - Cities of the third to sixth classes permitted to establish free public libraries and reading rooms. Such cities enabled to levy and collect a tax not to exceed ten cents on each one hundred dollars of the assessed value of property subject to taxation. Cities of the first class permitted to establish free public library by city ordinance.

1910 - Kentucky Library Commission created to assist and encourage the development of free public libraries and operate traveling libraries.

1920 - Fiscal courts authorized to establish county libraries. Permitted taxes of not less than five-tenths of a mill or more than one mill on the dollar on all property assessed for tax purposes in the county.

1936 - Kentucky Library Commission became Library Extension Divsion under Department of Library and Archives.

1940 - Taxpayers in cities of second to sixth classes enabled to petition the governing body for public library services; city-county and county-county contracts also permitted.

1944 - Electorate permitted to vote on establishing a library after petition by taxpayers. Regional library law expanded and clarified.

1952 - State grants-in-aid to public libraries.

1954 - Library Extension Division became independent agency.

Sources: Legeslative Research Commission. Research Publication No. 65
Public Library Services, 1959. Mrs. Gretchen Knief Schenk.

KRS

Development of Constraints
(Legal - KRS)

1960 - New legislation allowed counties to vote for a county or regional library district tax.

1962 - The Library Extension Division became the Department of Libraries.

1964 - New legislation allowed counties to petition for a county or regional library district tax.

Development of Constraints
(K.P.D.O.)

The Kentucky Program Development Office was designated by the Governor in October, 1969, as the state "clearinghouse" to provide for coordination of federally assisted projects and programs within the state. Fifteen Area Development Districts (ADD's) were also at this time designated as regional "clearinghouses."

The Kentucky Program Development Office's responsibilities have been to:

1. receive notification of proposals from intended applicants,
2. determine state interest,
3. arrange conferences between intended applicant and state agencies to identify and resolve issues or conflicts,
4. prepare comment to accompany final application, and
5. notify interested parties of the application's disposition.*

The ADD's boundaries for public programs are shown on the attached map. The boundaries of the Department of Libraries Regional Development program coincide in almost each case. There are several regions in Eastern Kentucky in which the regions are different; however, it needs to be understood that the Department of Libraries' regions include only those counties participating in the regional program (89) and therefore are in reality multi-county federations.

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* Memorandum from Administrator, K.P.D.O., dated April 9, 1971.

Development of Constraints
(Budget)

Kentucky's Legislature meets every two years (even numbered year) and one of their primary responsibilities is to accept or reject an Executive Budget. The budget is based on a biennium. The steps taken in getting the budget from the individual agency to the Legislature are listed below:

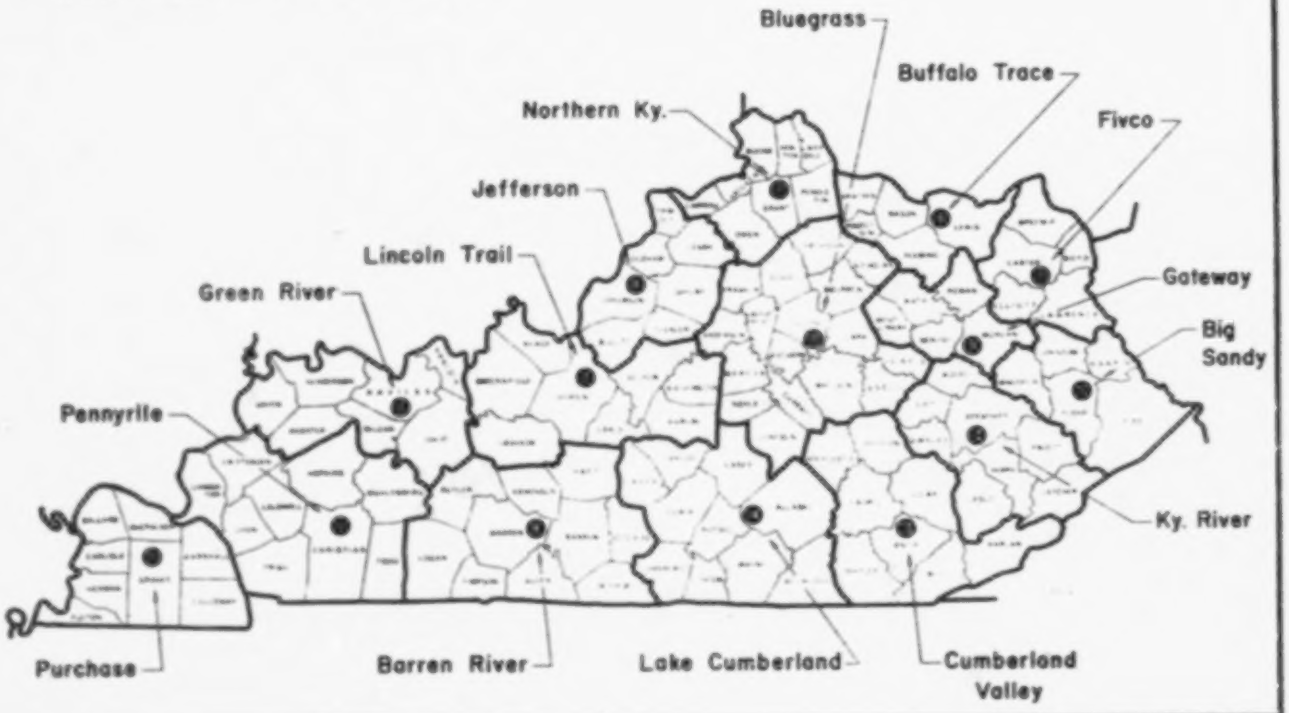
1. Each agency is assigned a Budget Analyst from the Budget Division of the Department of Finance.
2. The fiscal office of the agency prepares and recommends a budget for the biennium based on continuing programs and any new proposals for programs.
3. The budget goes to the Department of Finance and is reviewed by the Budget Analyst, who makes recommendations to the Director of the Budget Division.
4. The Director and the Commissioner of the Department of Finance review the total budget proposals and recommend to the Governor.
5. The Governor and his staff reviews, revises and finalizes the Executive Budget which is presented to the Legislature.
6. The Legislature accepts or rejects the Budget (usually accepts - sometimes with revisions).

Generally, the agency involved has several opportunities to speak for programs it deems important. Hearings are held by both the Office of the Governor and many times by the Legislature to determine the merit of certain proposals.

The main point in all of this is that the agency must plan on a two year basis and must be able to justify new proposals for programming.

KENTUCKY PROGRAM DEVELOPMENT OFFICE

OFFICIAL BOUNDARIES FOR PUBLIC PROGRAMS USING MULTI – COUNTY UNITS



Development of Constraints
(Taxing Districts)

The Kentucky Revised Statutes allow counties to vote or petition for a county or regional library district tax. Funding can also be obtained by an appropriation from the General Fund of the County Fiscal Court. The attached list shows the counties in Kentucky who have successfully passed a vote or a petition for a Library District Tax.

Those counties receiving an appropriation from the General Fund are also listed.

COUNTY	Tax	Amount	Date
ADAIR	General Fund		
ALLEN	General Fund		
ANDERSON	P	2½¢	1967
BALLARD			
BARREN	General Fund		
.9* BATH	V	5¢	1962
BELL	P	5¢	1969
BOONE			
BOURBON	P	1½¢	1967
BOYD			
BOYLE	P	2¢	1971
BRACKEN			
BREATHITT	P	8¢	1967
BRECK'R'G'E	P	3½¢	1967
BULLITT	P	2½¢	1967
BUTLER	P	4¢	1967
CALDWELL	P	4¢	1967
CALLOWAY	P	3½¢	1967
CAMPBELL			
CARLISLE			
CARROLL			
CARTER			
CASEY			
CHRISTIAN			
CLARK			
1* CLAY	V	3¢	1961
1.1* CLINTON	P	6¢	1964
CRITTENDEN	General Fund		
CUMBERLAND	P	4¢	1970
DAVIESS			
EDMONSON	P	3¢	1967
ELLIOTT			
ESTILL	P	5¢	1970
FAYETTE			
1.5* FLEMING	V	5¢	1963
1.6* FLOYD	V	5¢	1961
FRANKLIN	P	2¢	1971
FULTON	V	3½¢	1968
GALLATIN			
GARRARD	P	2¢	1968

COUNTY	Tax	Amount	Date
GRANT			
GRAVES	P	1½¢	1971
GRAYSON			
GREEN 2.3*	P	10¢	1965
GREENUP	P	2.8¢	1971
HANCOCK	P	3½¢	1967
HARDIN	General Fund		
HARLAN 2.2*	V	7¢	1964
HARRISON	P	2¢	1966
HART	P	3¢	1967
HENDERSON			
HENRY 1.9*	V	7¢	1960
HICKMAN			
HOPKINS			
JACKSON			
JEFFERSON			
JESSAMINE	P	2¢	1967
JOHNSON	P	4¢	1967
KENTON	P	6¢	1967
KNOTT			
KNOX	P	2¢	1967
LARUE	P	3¢	1967
LAUREL 2.2*	P	10¢	1964
LAWRENCE 2.3*	V	8¢	1963
LEE	P	5¢	1970
LESLIE	P	6¢	1967
LETCHER	P	5¢	1967
LEWIS 1.2*	V	5¢	1962
LINCOLN	V	2-4¢	1967
LIVINGSTON			
LOGAN	P	3¢	1966
LYON	P	5¢	1967
MADISON			
MAGOFFIN 1.4*	V	5¢	1963
MARION	P	2¢	1967
MARSHALL	P	3¢	1967
MARTIN			
MASON	P	2¢	1971
McCRACKEN			
McCREARY			

COUNTY	Tax	Amount	Date
McLEAN			
MEADE 2.5*	P	9¢	1964
MENIFEE	P	3¢	1967
MERCER	P	2¢	1971
METCALFE	P	4¢	1967
MONROE 2.3*	P	10¢	1965
MONTGOMERY			
MORGAN	P	5¢	1967
MUHLENBERG	V	3¢	1970
NELSON	P	1½¢	1967
NICHOLAS 2.1*	V	6½¢	1961
OHIO 2.0*	V	8¢	1962
OLDHAM	P	2¢	1969
OWEN	P	2½¢	1967
OWSLEY	P	3.8¢	1970
PENDLETON	P	2¢	1968
PERRY	P	5¢	1967
PIKE			
POWELL	P	½¢	1968
PULASKI	P	3½¢	1967
ROBERTSON			
ROCKCASTLE 1.3*	V	5¢	1963
ROWAN	P	4½¢	1968
RUSSELL 2.2*	P	10¢	1965
SCOTT	P	3¢	1969
SHELBY .9*	V	3¢	1962
SIMPSON			
SPENCER			
TAYLOR			
TODD			
TRIGG			
TRIMBLE	P	2¢	1971
UNION 1.5*	P	3¢	1964
WARREN			
WASHINGTON 1.7*	P	7¢	1964
WAYNE	General Fund		
WEBSTER	P	2¢	1971
WHITLEY 2.4*	P	10¢	1964
WOLFE	P	5¢	1967
WOODFORD			

* Amount now received as result of 1965 Rollback Law

12/9/71

ECONOMIC - UNEMPLOYMENT AND PER CAPITA INCOME

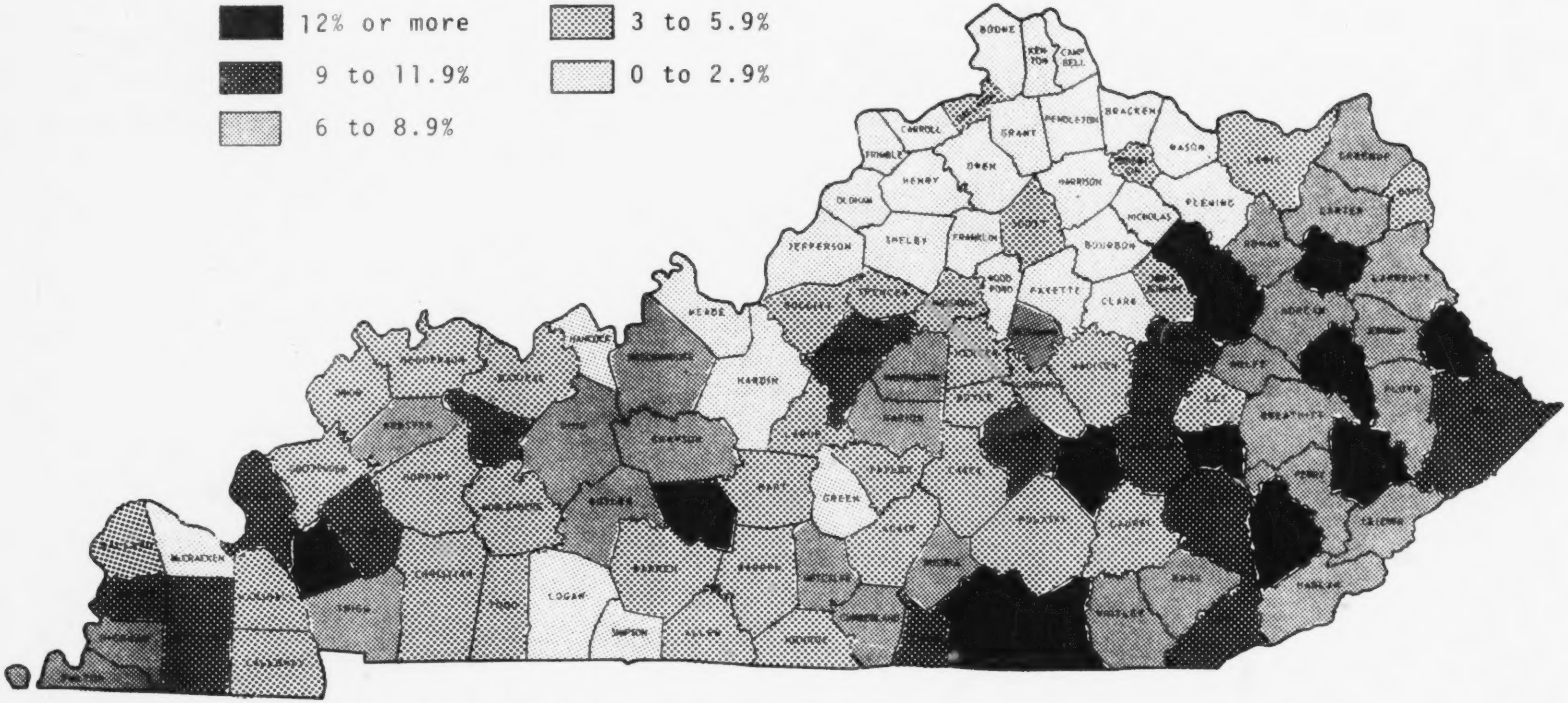
One of the most sensitive indicators of the economic well-being for an area of county size is the periodic fluctuation in the area's rate of unemployment and per capita income. Based on data provided by the Kentucky Department of Economic Security, the state's economy has shown a modest growth during the past six years. Employment during the period has increased at an average annual rate of 2.43 percent, while unemployment has declined steadily from a rate of 5.4 percent in 1965 to 4.2 percent in 1969. (See Tables and .) On a county basis, however, chronic unemployment is still evident in the eastern portion of the state where virtually every county exhibits an unemployment rate in excess of six percent of the labor force. (See Figure .)

There is also an area of unemployment, although less concentrated, in the western third of the state extending from Breckinridge and Grayson Counties southwestward to Fulton and Hickman Counties.

Counties displaying low unemployment rates are concentrated, in an area north of a line from Fleming County to Hardin County. Unemployment rates of less than three precent appear to be the rule rather than the exception in this area. Further, the counties containing most of Kentucky's larger cities show relatively low unemployment rates. Boyd County (Ashland), Warren County (Bowling Green), Henderson County (Henderson) and Daviess County (Owensboro) have rates between three and six percent, while Jefferson County (Louisville), Fayette County (Lexington), Kenton County (Covington), Campbell County (Newport), Hardin County (Elizabethtown) and McCracken County (Paducah) have rates less than three percent. These counties contain the majority of the state's manufacturing and service activities which provide a sizable portion of the state's tax income.

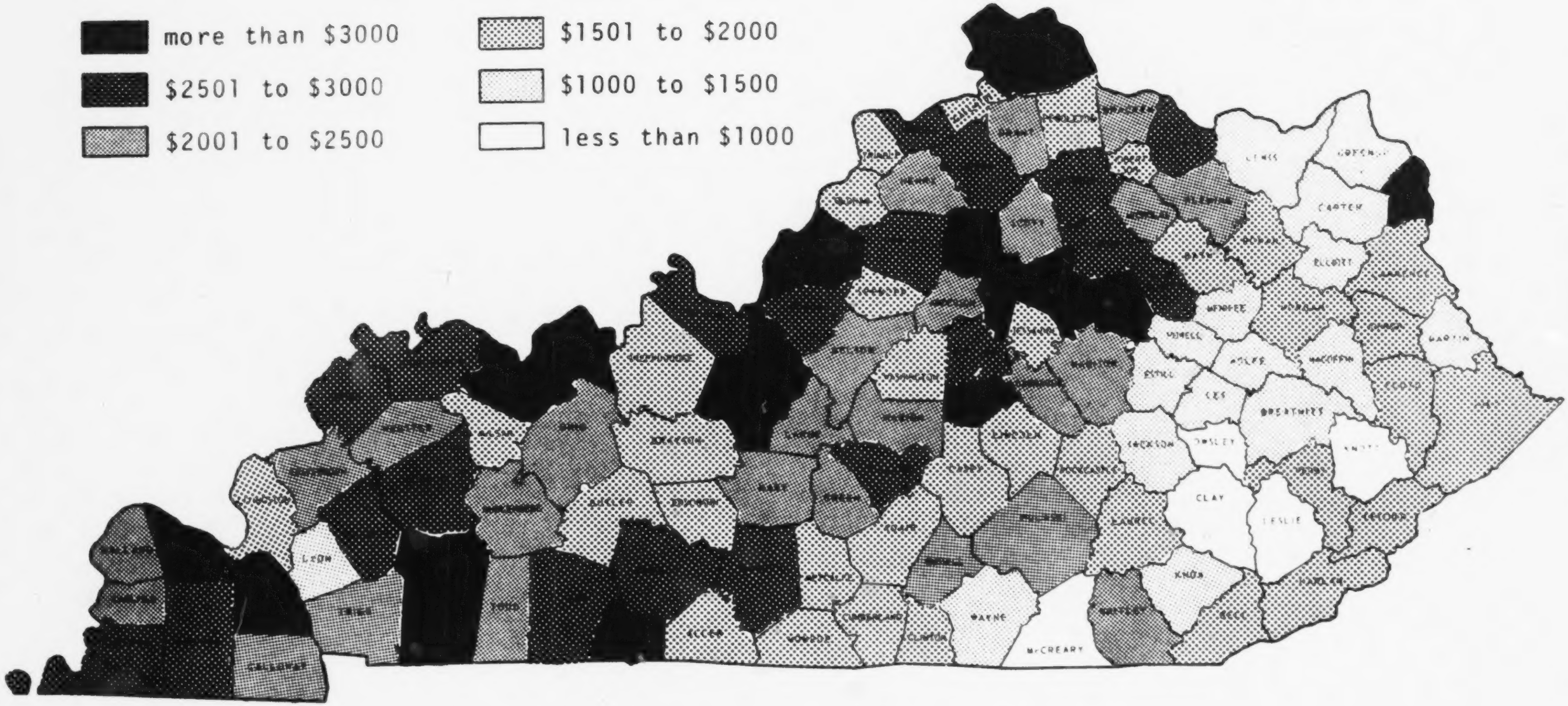
The unemployment patterns identified above correspond closely with the per cpaita income distribution shown in Figure and Table . As a gross generalization, the area southeastward of a line from Lewis County to Allen County is characterized by per capita incomes of less than $2,000, while the counties northwest of that line exceed this amount. With few exceptions, counties containing the state's major urban areas possess generally higher per capita income, virtually in excess of $3,000, than the more rural counties.

Source: Potential Aggregated Housing Markets in Kentucky: Kentucky Program Development Office: Spindletop Research, Inc., July, 1971



Source: Kentucky Department of Economic Security

Percent of Work Force Unemployed: 1969



Source: Bureau of Business and Economic Research, University of Kentucky

Per Capita Income: 1969

Employment in Kentucky Area Development Districts: 1964-1969

Area Development Districts		Employment						Change
Number	Name	1969	1968	1967	1966	1965	1964	1964-69
1	Purchase	60,905	55,521	56,194	55,387	53,641	52,652	8,253
2	Pennyrile	54,342	52,300	50,840	50,237	49,714	49,356	4,986
3	Green River	60,605	59,526	59,370	59,098	56,435	55,483	5,122
4	Barren River	70,890	64,933	65,144	65,434	63,444	61,194	9,696
5	Lincoln Trail	44,964	44,031	43,544	43,274	42,346	41,778	12,882
6	Jefferson	330,741	321,950	337,843	322,244	308,585	297,741	33,000
7	Northern Kentucky	64,160	63,281	61,537	58,716	58,060	57,307	6,853
8	Buffalo Trace	16,403	16,609	16,901	16,830	17,246	16,948	-545
9	Gateway	16,566	15,971	14,978	14,614	14,006	13,958	2,608
10	FIVCO	36,563	34,445	34,886	34,458	33,107	32,294	4,269
11	Big Sandy	27,450	25,600	25,858	24,475	24,707	25,016	2,434
12	Kentucky River	20,798	18,543	19,401	19,003	18,704	19,063	1,735
13	Cumberland Valley	42,508	39,270	39,381	38,530	37,814	38,003	4,505
14	Lake Cumberland	43,802	42,523	41,571	40,997	40,905	40,275	3,527
15	Bluegrass	187,435	183,085	179,612	176,725	161,406	155,371	32,064
	State Total	1,078,132	1,037,588	1,047,060	1,020,022	980,120	956,439	121,693

Source: Kentucky Department of Economic Security and Spindletop Research, Inc.

Annual Percentage Rate of Increase in Employment in Kentucky Area Development Districts

Area Development Districts		Annual Percentage Rate of Employment Increase					Annual Average
Number	Name	'68-'69	'67-'68	'66-'67	'65-'66	'64-'65	'64-'69
1	Purchase	9.70%	-1.20%	1.46%	3.25%	1.88%	3.02%
2	Pennyrile	3.90	2.87	1.20	1.05	0.73	1.95
3	Green River	1.81	0.26	0.46	4.72	1.72	1.79
4	Barren River	9.17	-0.32	-0.44	3.14	3.68	3.04
5	Lincoln Trail	2.12	1.12	0.62	2.19	1.36	1.48
6	Jefferson	2.73	-4.70	4.84	4.43	3.64	2.19
7	Northern Kentucky	1.39	2.83	4.80	1.13	1.31	2.76
8	Buffalo Trace	-1.24	-1.73	0.42	-2.41	1.76	-0.64
9	Gateway	3.73	6.63	2.49	4.34	0.34	3.51
10	FIVCO	6.15	-1.26	1.24	4.08	2.52	2.54
11	Big Sandy	7.23	-1.00	5.65	-0.94	-1.24	1.94
12	Kentucky River	12.16	-4.42	2.09	1.60	-1.88	1.91
13	Cumberland Valley	8.25	-0.28	2.21	1.89	-0.50	2.31
14	Lake Cumberland	3.01	2.29	1.40	0.22	1.56	1.70
15	Bluegrass	2.38	1.93	1.63	9.49	3.88	3.86
	State Total	3.91%	0.90%	2.65%	4.07%	2.48%	2.44%

Source: Spindletop Research, Inc.

Development of Constraints

From the compilation of statistical information from the Annual Reports of Public Libraries in Kentucky, the per capita income for local libraries for FY 1970 was $1.76 and for FY 1971 was $1.80.

Development of Constraints
(Physical - D.L. and Region)

The Kentucky Revised Statutes allow for a broad interpretation of programs and services to be offered by the Department of Libraries. Regardless of any intent of the statutes to allow for innovation in programs and services, physical constraints in the Department neccessitate certain limitations.

The present location of the Department of Libraries is not the least of these constraints. The Department is housed in an old but picturesque mansion removed from the center of most state government activities. However picturesque the setting, the mansion was never designed to function as a State Library. Due to this fact, it has become necessary to make physical additions to the building in order to carry out the function of the library program. The result is a hodge-podge effect which means inefficient use of space, equipment and personnel.

The same type of physical constraint in regard to facility exists in many of the regional headquaters library. Many of the counties can afford only space for a Regional Office which constrains our ability to be specialized reference and referral centers at the regional level -- there are no State owned regional facilities.

Development of Constraints
(Bookmobile Program)

1948 - Friends of Kentucky Libraries advocated the extension of library services by bookmobiles.

By 1953 - 10 Bookmobiles were in operation in various counties of the state under the supervision of the Library Extension Division. Seven of these had been given by Mrs. Mary B. Gray and members of her family through the "Friends."

1953 - 1954 - Campaign for bookmobiles. The objective was to provide reading materials to the thousands of people without library service.

1954 - In September, 84 bookmobiles were presented to the Governor at the state fairgrounds to go to the counties of Kentucky.

1955 - A total of 95 bookmobiles had been purchased and sent to the counties. *

The bookmobiles have proved over the years to be an economical way of providing library service to rural areas. One of the primary advantages of this type of service is that the books are brought directly to the people. In many areas of Kentucky, this is the only way the people have access to library service. Kentucky now has one of the largest fleet of state owned bookmobiles in the country. The Department of Libraries purchases the bookmobile and gives it to the county who staffs, operates and maintains it. This program has proved to be quite popular with the people of the state.

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* Legislative Research Commission: Research Publication No. 65., 1959 Mrs. Gretchen Knief Schenk.

Kentucky Area Development District Population

Area Development District Number	Name	Population 1970	 1960	Percent Increase 60-70
1	Purchase	167,370	156,937	6.65%
2	Pennyrile	176,201	178,061	-1.04
3	Green River	179,613	165,298	8.66
4	Barren River	185,827	170,463	9.01
5	Lincoln Trail	190,042	177,864	6.85
6	Jefferson	776,578	680,323	14.15
7	Northern Kentucky	290,828	268,982	8.12
8	Buffalo Trace	50,384	52,324	-3.71
9	Gateway	55,678	50,715	9.79
10	FIVCO	122,077	120,682	1.16
11	Big Sandy	134,307	151,011	-11.06
12	Kentucky River	106,700	128,179	-16.76
13	Cumberland Valley	184,468	206,176	-10.53
14	Lake Cumberland	141,071	145,923	-3.33
15	Bluegrass	457,562	385,218	18.78
	State Total	3,218,706	3,038,156	5.94%

Source: U.S. Census of Housing, 1960, Vol. I, Kentucky.
U.S. Bureau of the Census, 1970 First Count Summary Tape, File B, Kentucky.
Spindletop Research, Inc.